UNITED
NATIONS

DP

Governing Council
of the
United Nations
Development Programme

Distr.
GENERAL

DP/1991/40
20 May 1991

ORIGINAL: ENGLISH

POLICY

Thirty-eighth session
3-21 June 1991, New York
Item 6 of the provisional agenda
UNFPA

UNITED NATIONS POPULATION FUND

BIENNIAL BUDGET ESTIMATES FOR ADMINISTRATIVE AND PROGRAMME SUPPORT SERVICES FOR THE 1992-1993 BIENNIUM AND REVISED BUDGET ESTIMATES FOR THE 1990-1991 BIENNIUM

Report of the Advisory Committee on Administrative and Budgetary Questions

1. In accordance with Regulation 9.3 of the Financial Regulations and Rules of the United Nations Population Fund (UNFPA), the Advisory Committee on Administrative and Budgetary Questions has considered the Executive Director's report on the budget estimates for the administrative and programme support services (APSS) for the 1992-1993 biennium and the revised budget estimates for the 1990-1991 biennium (DP/1991/36). Additionally, the Committee considered the document on UNFPA's Reserve for Field Accommodation (DP/1991/36/Add.1). The Committee also had before it the report of the Executive Director on the Work Plan for 1992-1995 and request for approval authority (DP/1991/30), and the report of the Executive Director on UNFPA publications (DP/1991/37).

2. During its consideration of the budget estimates, the Advisory Committee met with the Executive Director and her colleagues.

Format and presentation

3. With regard to the format and presentation of the document, the Advisory Committee recalls the recommendation it made in its report on the UNFPA budget estimates for the 1990-1991 biennium. The Committee notes that while the narratives appearing in part C of each table have been considerably shortened

or eliminated, the main text in paragraphs 26 to 51 should be merged with the summary (paras. 57 to 79), and to some extent with the summary and overview in paragraphs 3 to 17, to provide more clarity and greater understanding of the document. References to the corresponding tables throughout the text itself, rather than in certain sections only, would also simplify the presentation.

Revised estimates for the 1990-1991 biennium

4. The Committee notes that the revised estimates for the 1990-1991 biennium show an increase of $6.6 million over the total approved appropriations of $83.5 million (gross), $79 million (net). The revised 1990-1991 requirements are thus set at $90.1 million gross or $85.6 million net.

5. As indicated in paragraph 18, the Executive Director estimates an increase of $4.5 million for salaries and common staff costs. This is attributed, inter alia, to an increase, as of 1 July 1990, in salary benefits equivalent to 5 per cent, for Professional and higher categories, an expanded mobility/hardship allowance, increased assignment grants and rental subsidies, and a raising of the pension scale effective 1 November 1990. In addition, local salary structures were revised during 1990, and there was an increase in the international common staff costs at headquarters and in the field as a result of the wider implementation of the Fund's rotation policy.

6. While the Advisory Committee has no objection to those statutory increases resulting from specific decisions taken by the various legislative bodies or increases due to currency fluctuations, inflation or other unforeseen developments, the Committee reiterates its position that supplementary appropriations should not be requested in the middle of a biennium to expand existing activities.

7. As indicated in paragraph 19 of the budget document an increase of $0.4 million for travel for field offices (under programme IV) and of about $0.1 million for headquarters and Geneva (under programmes I, II and III) is projected. The Advisory Committee notes that the Executive Director proposes to offset the budget increases for travel in programmes I, II and III, by decreasing the permanent equipment component of the related programmes by a corresponding amount. However, the Committee notes that the additional cost of travel under programme IV has not been offset by any corresponding decrease. Consequently the Advisory Committee does not agree with the Executive Director's proposal for increasing the provision for travel under programme IV.

8. In view of the fact that the Executive Director proposes to establish the Reserve for Field Accommodation in the 1992-1993 biennium (paras. 37 and 38 below), the Committee does not believe that the proposed budgetary increases for rental and renovation of premises contained in paragraphs 20 and 21 should be charged to the 1990-1991 biennium. In addition, volume increases for the replacement of outdated telephone systems and installation of new fax machines ($0.1 million), replacement of furniture and equipment ($0.1 million), are also items that should not be charged to the 1990-1991 budget.

9. The Committee notes from paragraph 24 that an increase of $0.2 million is proposed for the provision of microcomputer equipment for the UNFPA field network and that the amount would be offset by a decrease of an equal amount approved for systems development contracts. This expenditure is being undertaken with a view to reaching a goal of one computer for each General Service staff and one for each 1.75 Professional staff. In this connection the Advisory Committee believes that acquisition of new computer equipment would no doubt impact positively on efficiency and productivity. The Committee intends to monitor progress in this regard vis-à-vis the staff situation. However, given the fact that the Executive Director is seeking an amount of approximately $2.2 million for office automation and management information systems for the 1992-1993 biennium, and in keeping with its views as reflected in paragraph 6 above, the Committee recommends against the expenditure of $0.2 million under the 1990-1991 biennium.

10. The Advisory Committee does not object to the proposed increase of $0.1 million for the reimbursements of costs and contributions which comprise $30,000 to meet UNFPA's contribution to the United Nations Child Care Centre for the biennium; $30,000 as UNFPA's contribution to the regular budget of the Administrative Committee on Coordination - Subcommittee on Nutrition (ACC-SCN); $56,000 as UNFPA's contribution to the Governing Council's Standing Committee for Programme Matters.

Proposed budget estimates for 1992-1993

11. As shown in table 1 of the budget document, the Fund projects total income and expenditure in 1992-1993 at $564 million which is 18.2 per cent higher than the corresponding 1990-1991 level of $477 million (DP/1989/41, table 1) and 10 per cent higher than the revised 1990-1991 level of $513 million.

12. The Fund's 1992-1993 estimate of total income comprises $550 million in general resources income, without any carryover income expected from the previous biennium "since it is estimated that the total resources available for expenditure in 1990-1991 will be fully utilized". Part of the general resources income would be set aside for the operational reserve ($13 million) and an amount of $5 million is proposed for the revolving fund for field accommodation (see paras. 37 and 38 below).

13. The Committee notes from paragraph 15 of the budget document and as per the work-plan for 1992-1995 (DP/1991/30) that UNFPA proposes to increase its operational reserve from $45 million in 1990-1991 to $58 million in 1992-1993. The Committee recalls that by decisions 81/7 III, paragraph 5, and decision 86/34 IV, paragraph 4, the Governing Council had authorized UNFPA to increase its operational reserve annually, to reach a level equivalent to 25 per cent of annual contributions by the middle of the 1990s. The Advisory Committee recommends that the Governing Council may wish to consider maintaining the level of the operational reserve at 20 per cent.

14. Of the Fund's corresponding total expenditure estimate of $564 million in 1992-1993, $104 million under general resources is for the APSS budget, which includes $56.5 million net for headquarters (after applying $6.5 million in credits) and $48.4 million for the field. The balance would cover $427.6 million in programme expenditures under general resources and $32 million in trust fund project expenditure and related support costs.

15. Table 1 of the budget document indicates that the 1992-1993 estimates of $110.9 million (gross), $104.4 million (net) are 22 per cent more than the revised estimates for 1990-1991 ($90.1 million gross or $85.6 million net). If the estimates are compared with the initial approved appropriation, the increase is 32 per cent. Total general resources income for the 1990-1991 biennium is shown as $482.1 million and as $532.0 million for 1992-1993, denoting an increase of 14.1 per cent between the bienniums. The Advisory Committee is concerned that whereas the rate of increase in expenditure is 22 per cent, the corresponding rate of increase of resources is only 14 per cent.

16. The Committee notes that volume and cost increases for the 1992-1993 biennium are shown as $5,785,600 and $15,088,100 respectively (table 2). From additional information provided by representatives of the Executive Director, the Committee notes that items such as overtime, temporary assistance and consultancy services have been included in "staff costs" for the purposes of calculating inflationary increases. The Committee believes that estimates for items like overtime, temporary assistance and consultancy services should be based on zero budgeting principle. Moreover, the Committee recalls that in its report (DP/1989/45) on the previous biennial budget it had commented as follows:

> ... if the UNFPA Administration were to apply modified vacancy turnover factors that would more closely accord with recent experience, and to adopt lower rates of inflationary increases at headquarters and in the field offices than assumed, the Fund's proposed APSS budget level would have been lower.

Office automation and management information strategy

17. The Committee notes from paragraphs 41 and 42 of the document that the 1990-1991 biennium was regarded by UNFPA as a development period for its Management Information Systems strategy. For the current biennium, the Fund's objectives in this regard include: (a) the integration of systems; (b) creation of a central database at headquarters; (c) establishment of electronic communication links with field offices; and (d) revision and upgrading of office automation standards at headquarters and in field offices. As shown in table 6, the Executive Director's proposal for office automation and management information systems amounts to approximately $2 million for the 1992-1993 biennium. The Advisory Committee's views on the the subject are in its report (DP/1989/45, para. 44). Accordingly the Committee recommends approval of the Executive Director's request.

Publications

18. The Advisory Committee has no objection to the Executive Director's proposals regarding the different sources of financing UNFPA publications (paras. 44 to 47), and recommends approval of $1.8 million to be charged to the APSS budget.

Training and staff development

19. The proposed estimate for staff training and career development (table 6.1) amounts to $1.3 million, comprising $1 million for the field and $0.3 million for headquarters, and representing an increase of $0.3 million over the previous biennium. The Advisory Committee notes the various positive factors with regard to staff training outlined in paragraphs 48 to 51 and recommends approval of the proposed cost estimates for the biennium.

Field office estimates for the 1992-1993 biennium (programme IV)

20. The UNFPA field office expenditures for 1992-1993 are summarized in paragraphs 72 to 79 and in table 5 of the document. The Executive Director presents her requirements for new posts at UNFPA field offices in paragraph 27 of the budget document. The estimates for the field offices, $48.4 million, are 31.2 per cent more than the 1990-1991 revised estimate of $36.9 million and 51.1 per cent compared with the initial approved appropriations.

21. The Executive Director proposes to establish eight international Professional posts in the 1992-1993 biennium. As stated in paragraph 27 of the document, six of the eight would be Country Director posts and two International Programme Officer posts. The Executive Director is also seeking approval to establish 89 new local posts, including 18 National Programme Officer posts and 71 General Service posts, comprising 20 administrative/programme assistant, 29 secretarial and clerical, and 22 driver and custodial posts. The Executive Director projects the total net cost of these new field service posts at approximately $4.4 million, after allowing for a vacancy factor of six man-months for local posts, to be included in the appropriation for programme IV of the APSS budget. The Advisory Committee has no objection to the establishment of these 97 posts for the UNFPA field offices.

Headquarters and Geneva office estimates for the 1992-1993 biennium (programmes I, II and III)

22. The Executive Director summarizes the headquarters and Geneva office expenditure estimates in paragraphs 59 to 71 and in table 4 of the document, while presenting her requirements for new posts at headquarters in paragraphs 28 to 40. The total estimates, $56.1 million (net), is 15.2 per cent more than the 1990-1991 revised estimate of $48.7 million and 19.4 per cent compared with the approved initial appropriations.

23. The Executive Director proposes, for the 1992-1993 biennium, an increase of 7 Professional and 14 General Service posts in the headquarters (New York) staff at a total cost of $1.4 million, after allowing for a vacancy factor of 12 man-months. According to paragraph 61 of the document, the proposed estimate for salaries and wages for established posts at headquarters and Geneva is $26.6 million. This reflects a total volume increase of $0.9 million to cover the net salaries of the 7 new international Professional and 14 new General Service posts.

24. The proposals of the Executive Director in this regard may be summarized as follows:

Programme I

	Estimated cost ($)
Internal Audit Unit	
1 D-1	133 100
1 P-4	100 600
2 G-4	84 800
Resource Development Unit	
1 G-4	42 400

Programme II

Information and External Relations Division	
1 P-3	85 600
1 G-5	51 800
Personnel Branch	
1 P-3	85,600
1 G-4	42,400
Finance Branch	
2 G-6	114,000
Procurement Branch	
1 G-6	57,000
1 TC-3	41,000

		Estimated cost ($)
Management Information Systems Unit		
1 P-4		100,600
1 P-5	Conversion from temporary to permanent	
1 P-3	- " -	
Training and Co-ordination Unit		
1 P-3		85,600
Planning and Statistics Unit		
1 G-4		42,400
	Programme III	
Maternal and Child Health and Family Planning Branch		
1 P-5		119,400
2 G-4		84,800
Division for Arab States and Europe		
1 G-6		57,000
Latin American and Caribbean Division		
1 G-6		57 000
Total estimated cost programmes I, II and III		1 344 100

25. The Committee notes that in accordance with the recommendations of the External Auditors, the Executive Director plans to establish an Internal Audit Unit, reporting directly to her, to be staffed by two Professional posts at the D-1 and P-4 levels and two General Service posts at the G-4 level. From additional information provided, the Committee notes that the estimated cost of these four posts is $318,500. The Executive Director explains that the establishment of such a unit is essential in view of increasing decentralization of decision-making to the field and the need to provide adequate audit coverage. The Advisory Committee agrees with the proposal and recommends the establishment of an Internal Audit Unit with the proposed four posts.

26. With regard to the proposed addition of a General Service post at the G-4 level in the Resource Development Unit (para. 29), the Committee does not see sufficient justification for an additional post.

27. The Executive Director is requesting the addition of an Information Officer (P-3) post and one support General Service post (G-5) in the Information and External Relations Division (para. 32). From the additional information provided by the representatives of the Executive Director, the Committee observes that the regular staff of the Division (IERD) is currently being supplemented by consultancy services. The Advisory Committee recommends that consultancy services be replaced by the establishment of one P-3 Information Officer post. The Committee does not recommend approval of the G-5 post.

28. The Advisory Committee agrees with the Executive Director's proposals as contained in paragraphs 33 to 35 and recommends approval of one P-3 and one G-4 post in the Personnel Branch and two G-6 posts in the Finance Branch. However, given that the Fund proposes to revise, upgrade and/or install office automation systems, the Committee does not recommend that the additional G-6 Procurement clerk and TC (messenger) posts as proposed in paragraph 36, be established at this time.

29. The Executive Director is requesting an additional post of Systems Analyst at the P-4 level and the conversion of two Professional temporary posts at the P-5 and P-3 posts to be converted to established posts in the Management Information Systems unit (para. 37). The Committee recalls that in the previous biennium it had recommended that all posts related to the MIS project be maintained as temporary posts, pending completion of the project. From the information provided by the representatives of the Executive Director, the Committeee believes that there is a justifiable need to convert the two temporary posts to established posts. However, the Committee does not believe that there is justification for a new P-4 post to be established, especially since the Unit which currently has seven posts, is also being supplemented by consultancy services.

30. Given the Executive Director's plans to expand the Fund's training and development activities, the Advisory Committee recommends approval of the P-3 Training and Coordination Officer post and has no objection to the transfer of one General Service G-4 post (para. 38). The Committee also endorses the proposal to establisn one General Service post at the G-4 level in the Planning and Statistics Unit (para. 39).

31. With regard to the proposals contained in paragraph 30, the Committee recommends approval of only one Professional post at the P-4 level for the Maternal and Child Health and Family Planning Branch. The Committee recalls that in the previous biennium it had endorsed the establishment of one P-5 Senior Technical Officer in the same branch. The Committee does not recommend the establishment of the two General Service posts as proposed in paragraph 30 of the document, and believes that attaining the same ratio of Professional to General Service staff "as in the other branches" is not a justification in itself.

32. Similarly, with regard to the proposals in paragraph 31, i.e. the establishment of two General Service posts at the G-6 level "in order to carry

out the additional programme and administrative functions that have been decentralized to the respective geographical divisions", the Committee believes that staff resources should have been decentralized concurrently. The Committee therefore does not recommend approval of these two posts.

33. Adoption of part or all of the recommendations of the Advisory Committee in paragraphs 21 to 28 above would entail reductions to the Fund's proposed APSS budget estimates for 1992-1993.

Authority of UNFPA in matters of personnel

34. From annex 2 of the document the Advisory Committee notes that the Executive Director is seeking delegation of authority from the Secretary-General with regard to matters concerning UNFPA personnel. Such authority would reflect the de jure and de facto status which the Fund already has in other areas within the United Nations system.

35. Pursuant to General Assembly resolutions 3019 (XXVII) of 18 December 1972 and 34/104 of 14 December 1979, which placed UNFPA under the Assembly's authority and affirmed that UNFPA had become a fully viable entity within the United Nations system and a subsidiary organ of the General Assembly, in practical terms this has meant that since 1972 the Executive Director of UNFPA has been reporting directly to the Governing Council, ECOSOC and the Second Committee of the General Assembly. In addition, since 1980 the Fund has been a full member of the Administrative Committee on Co-ordination (ACC), has its own aims and purposes as determined by ECOSOC in resolutions 1763 (LIV) and 1986/7, and has its own financial regulations and rules.

36. Since its inception in 1969, all UNFPA staff (with the exception of the Executive Director and two Deputy Executive Directors who are appointed by the Secretary-General) have been appointed and promoted by the UNDP Administrator. In view of the fact that under UNFPA's Financial Regulations the Executive Director is held fully responsible and accountable to the Governing Council for all aspects of UNFPA's operations, the Executive Director is requesting that she be given authority over matters concerning UNFPA personnel. This request would have no direct financial implications and in fact in future it would affect the amount of subvention paid by UNFPA to UNDP for personnel services. The Advisory Committee recommends approval of this request.

Reserve for Field Accommodation

37. Organizations of the Joint Consultative Group on Policy (JCGP) composed of the United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA), the United Nations Children's Fund (UNICEF), the World Food Programme (WFP) and the International Fund for Agricultural Development (IFAD) have been sharing, wherever possible, common premises and facilities in the field offices. In cases where construction of office accommodations is required, UNDP has been financing this from its Reserve for

Field Accommodation established by the Governing Council. From funds appropriated for rental of premises under the APSS budget, UNFPA has been paying UNDP for the space it occupies in all shared locations in the field. UNFPA has been advised by UNDP that funds earmarked by its Governing Council for construction have been used up and that, as in the case of other members of the JCGP, UNFPA would have to seek approval to establish its own Reserve for Field Accommodation.

38. Accordingly, as stated in document DP/1991/36/Add.1 the Executive Director proposes to establish under Financial Regulation 12.2(b), a Reserve for Field Accommodation at the level of $5 million for the 1992-1993 biennium. Such a reserve would be funded from general resources income and operate as a revolving fund to be replenished from amortized schedule of payments to be charged to the APSS budget appropriations for rental of premises of field offices. For the year 1992, $2.5 million would be earmarked for this reserve and an additional $2.5 million would be added in 1993. The Executive Director is also seeking authorization to make drawdowns from the Reserve, for financing UNFPA's share of construction costs of common premises. The Advisory Committee agrees with the Executive Director's proposals.

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GENERAL

DP/1991/41
24 May 1991

ORIGINAL: ENGLISH

Thirty-eighth session
3-21 June 1991, New York
Item 7 of the provisional agenda

POLICY

UNITED NATIONS TECHNICAL COOPERATION ACTIVITIES

Report of the Secretary-General

SUMMARY

In response to Governing Council decision 79/22 of 28 June 1979 and General Assembly resolution 37/232 of 20 December 1982, the Secretary-General reports annually on the technical cooperation activities of the United Nations, in particular the work of the Department of Technical Cooperation for Development (DTCD) of the United Nations Secretariat.

The present report addresses policy matters, especially those raised by the Governing Council of the United Nations Development Programme at its thirty-seventh session, and highlighted in its decision 90/37 of 20 June 1990, that pertain to the department as the main operational arm of the United Nations Secretariat in technical cooperation.

Work undertaken in 1990 and topics of current concern are discussed in relation to: the comparison of delivery, costs and effectiveness; programme issues, including national execution; priority concerns for Africa and for least developed countries; environmental matters; evaluation; women in development; technical cooperation among developing countries; the United Nations Regular Programme of Technical Cooperation; information support and communication; and the status of efforts to promote closer cooperation between DTCD and UNDP.

A description of DTCD activities in 1990, by substantive sector and by type of programme support, is contained in addendum 1 to the present report. Information on the work of other United Nations entities is contained in addendum 2. Statistical information and lists of 1990 publications are contained in addendum 3.

CONTENTS

		Paragraphs	Page
I.	INTRODUCTION	1 - 7	3
II.	DELIVERY, COSTS AND EFFECTIVENESS	8 - 13	4
III.	PROGRAMME ISSUES, INCLUDING NATIONAL EXECUTION	14 - 30	6
	A. Programming	16 - 23	6
	B. National execution	24 - 30	7
IV.	AFRICA	31 - 38	9
V.	LEAST DEVELOPED COUNTRIES	39 - 41	10
VI.	ENVIRONMENT	42 - 52	11
VII.	EVALUATION	53 - 61	12
VIII.	WOMEN IN DEVELOPMENT	62 - 70	14
IX.	TECHNICAL COOPERATION AMONG DEVELOPING COUNTRIES	71 - 75	15
X.	UNITED NATIONS REGULAR PROGRAMME OF TECHNICAL COOPERATION	76 - 84	16
XI.	INFORMATION SUPPORT	85 - 91	18
XII.	COOPERATION WITH THE UNITED NATIONS DEVELOPMENT PROGRAMME	92 - 104	19
XIII.	CONCLUSION	105 - 106	21

List of figures

1. DTCD current year project budgets vs. delivery 5

2. DTCD overhead earnings vs. administrative costs 5

3. DTCD productivity: delivery vs. headquarters staff 5

ADDENDA

INFORMATION ON THE TECHNICAL COOPERATION PROGRAMME OF THE DEPARTMENT OF TECHNICAL COOPERATION FOR DEVELOPMENT ..... [DP/1991/41/Add.1]

OTHER ENTITIES AND PROGRAMMES ..... [DP/1991/41/Add.2]

STATISTICAL INFORMATION FOR 1990 ..... [DP/1991/41/Add.3]

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I. INTRODUCTION

1. The Department of Technical Cooperation for Development (DTCD) of the United Nations Secretariat continued in 1990 to increase the value of its services and the volume of its programme delivery. It did so by drawing upon its multidisciplinary competences, ranging across a dozen substantive sectors.

2. The Department is participating actively in the deliberations taking place within the United Nations system on major aspects of multilateral technical cooperation. It is seeking to respond effectively to tasks set out in the resolutions and decisions of its governing bodies, notable among which are General Assembly resolution 44/211 of 22 December 1989, on operational activities, and Governing Council decisions taken at its thirty-seventh session, including those on national execution (90/21 of 22 June 1990), agency support costs (90/26 of 22 June 1990) and United Nations technical cooperation activities (90/37 of 20 June 1990).

3. In carrying out its work in 1990, the Department has been mindful of the changes occurring in the world at large and the developing countries in particular. The changes in Eastern Europe, the adverse effects of the Gulf crisis, the deteriorated economic conditions of developing countries, particularly in Africa, and the increasing debt situation of those countries have had their effects on DTCD, influencing work in the productive, institutional and statistical spheres.

4. Responsive to changing circumstances, DTCD has been preparing its programme support services for use by Governments in training their technical cooperation personnel in recruitment, procurement, fellowships and financial management. The Department is building on its experiences to date in providing management services to Governments on their request, and is endeavouring to encourage greater awareness of interlinkage with multilateral development financing institutions. With DTCD assistance, a new type of technical cooperation has been started. In Haiti and Nicaragua, the Department contributed to the administration of the electoral process, thereby helping to achieve successful conduct of the elections. In addition, DTCD advisers have been called on to participate in other missions mandated by the Secretary-General. Support has continued to be given to several of the main committees and commissions of the United Nations through preparation of documentation and provision of backstopping.

5. Implications of the new support cost arrangements coming into effect in 1992 have received close scrutiny. In the detailed discussions held with UNDP and the United Nations Population Fund (UNFPA), and in its own internal reviews, DTCD has been giving serious attention to the shifts in priority which will characterize the evolution of its responsibilities and competences.

6. The text of the present report is intended to achieve two purposes: to provide a multidisciplinary perspective on DTCD work in 1990 in relation to several noteworthy themes; and to raise issues deserving attention and further

intergovernmental guidance as the Department looks to the future. Various examples serve to illustrate the substantive concerns. Special attention is given to the requests and encouragement addressed to DTCD in Governing Council decision 90/37. Responses to these requests are set forth in the sections below.

7. In keeping with the Governing Council's request, contained in paragraph 10 of its decision 90/37, steps are being taken to build closer and more mutually supportive relations between UNDP and DTCD. Elements of this closer cooperation are discussed in section XII of the present report, and in the report of the UNDP Administrator under the same agenda item (DP/1991/42).

II. DELIVERY, COSTS AND EFFECTIVENESS

8. Pursuant to General Assembly resolution 37/232, of 20 December 1982, and Governing Council decision 83/16 of 24 June 1983, a review is presented here of the relation between DTCD programme delivery and administrative costs; the level and use of programme support costs earnings, including information on extrabudgetary resources and the associated staffing; and expenditures.

9. DTCD performance in 1990 is illustrated in figures 1, 2 and 3 below which compare budgets with delivery, earnings with costs and delivery with number of headquarters staff. Healthy trends continued in each of these areas.

10. The 1990 total delivery by DTCD amounted to $US 181 million in project expenditures against budgets of $226 million. Within this total, $166 million was spent for projects that earned programme support cost reimbursements from UNDP, UNFPA and trust fund sources. Another $15 million was spent on behalf of sources that did not generate such earnings, including the Regular Programme of Technical Cooperation and the United Nations Educational and Training Programme for Southern Africa (UNETPSA). Expenditures increased by $19 million, and budgets by $15 million over those of 1989. The implementation rate was 80 per cent, up from 77 per cent in 1989. Expenditures for UNDP comprised 68 per cent of the total in 1990; those for UNFPA amounted to 16 per cent.

11. Earnings in 1990 totalled $22 million. Administrative costs, including those incurred by units outside DTCD in support of the technical cooperation activities of the Department, amounted to $20 million.

12. The DTCD staff at headquarters numbered 384 in 1990, a modest increase of 5 since 1989. A further increase in the technical strength of the Department will become more important beginning in 1992 when successor arrangements to the current support cost structure take effect. In addition to technical cooperation projects, DTCD also undertakes other types of activities, under various legislative mandates, to meet its responsibility as the main operational arm of the United Nations Secretariat. Some of these responsibilities are noted in an addendum to the present report (DP/1991/41/Add.1). Detailed statistics on DTCD project delivery and origin of inputs are given in document DP/1991/41/Add.3.

Fig.1. DTCD current year project budgets vs delivery

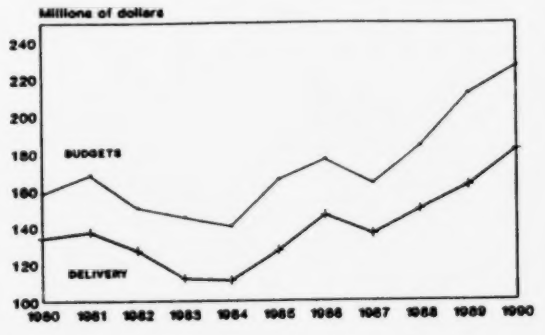


Fig.2. DTCD overhead earnings vs administrative costs

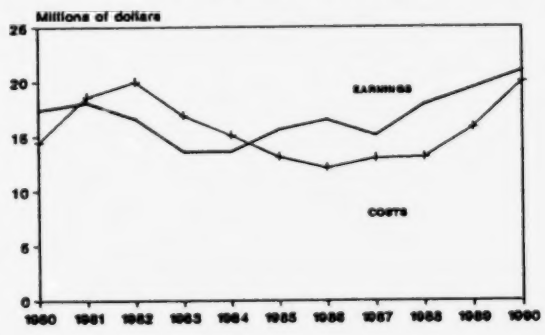
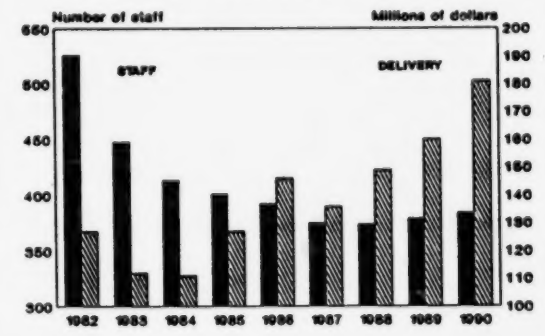


Fig.3. DTCD productivity : Delivery vs headquarters staff



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13. The identification of means to increase DTCD effectiveness is a matter of continuing priority. Areas of scrutiny include the review of data from the monthly monitoring reports for analysis and resolution of implementation problems; extension of the use of computerized tracking systems and further steps in the development of related management information assistance; continued expansion of computer hardware and software capabilities to assist staff in their work; improvement of communications, especially between Headquarters and the field; the strengthening of interaction with the United Nations resident coordinators/UNDP resident representatives, who are the field representatives for DTCD; and active responsiveness to emerging needs in technical cooperation.

III. PROGRAMME ISSUES, INCLUDING NATIONAL EXECUTION

14. One of the more significant themes currently occupying attention is the impact of General Assembly resolution 44/211. This entails a shift in the ways of conducting the operational activities of the United Nations system, a three-year programme of implementation and several pieces of subsidiary legislation in other bodies, including the UNDP Governing Council. Among the principal elements involved are the greater emphasis on national capacities in development assistance supported by the United Nations, a strengthening of the programme approach in such assistance, changes in the structure and composition of country-level United Nations system capacities and greater decentralization of system efforts to the country level.

15. Several of the recent decisions of the Governing Council have signal importance in regard to implementation of General Assembly resolution 44/211. It is the intention of DTCD to continue its expanding involvements, especially as regards programming and support for national execution.

A. Programming

16. Programming issues are an important feature of Governing Council decisions 90/26, on support costs; 90/37, on United Nations technical cooperation; and 91/3 of 22 February 1991, on Special Programme Resources (SPR).

17. Under decision 90/26, DTCD has been engaged with UNDP and other agencies, and internally, in defining the work to be done through technical support services at the programme level and in ensuring the adequacy of resources for that purpose. These services are to be responsive to government interests and requests under the new arrangements to take effect in January 1992.

18. In its decision 90/37 (para. 5), the Governing Council encouraged DTCD to increase its involvement in programmatic exercises organized by UNDP, such as round-table conferences and national technical cooperation assessments and programmes (NaTCAPs), and urged UNDP to ensure that full advantage would be taken of the institutional capacity of the Department.

19. Such involvement is naturally appropriate throughout the substantive areas of competence of DTCD, reflecting work for sectoral assessments, programme and project design and operational research at the national and international levels. Further details are available in addendum 1 to the present report (DP/1991/41/Add.1).

20. Especially relevant is DTCD work in development planning, which focuses on strengthening government capacities for: general economic and social development strategies and policies; national, subnational and multinational development plans and programmes; public investment programmes; coordination of international, technical and financial assistance; long-term perspective planning, social dimensions of adjustment, information systems and data banks for public sector planning and management; and efforts for integrated rural development.

21. Many of the approximately 160 current projects in development planning, the largest single sector of DTCD activity, have immediate or potential relevance to UNDP concerns with programming and aid coordination generally, or to round tables and NaTCAPs.

22. Governing Council decision 91/3 elaborates the framework for use of the estimated $313 million of SPR resources for the UNDP fifth programming cycle (1992-1997). According to the decision itself and to relevant UNDP documentation, greater attention is to be given to the role of agencies and organizations of the United Nations system and to the modalities of their participation in work funded by SPR.

23. Further relevant points are given in section XII below.

B. National execution

24. General Assembly resolution 44/211 emphasizes the need to support national capacity building and in particular national execution. Some of the practical steps for implementation of these principles are set forth in Governing Council decisions 90/26 and 90/37, referred to above, and in its decision 90/21 on national execution.

25. In Governing Council decision 90/26, the focus is on incentives and disincentives to help move agencies of the United Nations system towards a more technical support at the programme and project levels, and away from direct involvement in the implementation of projects. DTCD and the other main agencies involved in the new support cost arrangements have been in close consultation with UNDP regarding use of the technical capacities of the system in support of government efforts, in the context of increased reliance on the national execution modality.

26. In its decision 90/37 (paras. 7 and 8) the Governing Council urged DTCD to intensify its support for national execution, through development advisory services, training in the process aspects of technical cooperation and support

for central management and implementation units within government offices, upon the request of Governments. In its decision 90/21, the Council requested the Administrator of UNDP to submit proposals at its thirty-eighth session to help Governments build up their programme management and administrative capabilities, taking certain measures into account, as outlined in the decision, while also assuring the maintenance of UNDP accountability.

27. DTCD advisory services and training programmes offered in 1990 were increasingly geared to national execution, as the Department moved upstream in its programmes of assistance. As part of these services, the Department organized workshops on the computerization of government accounting, improved revenue administration, and the financial aspects of aid coordination. Through related advisory services, methods were developed to improve the financial management capabilities of Governments, an emphasis that will continue to grow in 1991.

28. One of the innovative efforts getting under way, in response to Governing Council decisions 90/21 and 90/37, is a series of workshops to help strengthen national execution capabilities in the process aspects of development projects in relation to recruitment, contracts and procurement, training and project finances. The first two workshops are scheduled for 1991 with funds from the United Nations Regular Programme of Technical Cooperation and support from other sources, especially UNDP.

29. As another indicator of evolving methods of support, cooperating agency agreements between DTCD and Governments began to pick up in 1990, with expenditures of $1.8 million by DTCD in government-executed projects, and another $500,000 by Governments in the DTCD-executed portions of projects.

30. Also to be noted are certain aspects of the biennial meeting of National Recruitment Services (NRS), organized by DTCD and held at Bangkok from 24 to 28 September 1990. On the subject of national execution, the meeting discussed the importance of establishing and strengthening NRS mechanisms in more of the developing countries, to help identify not only local candidates for international assignments but also international and local candidates for local assignments. The meeting recommended further efforts to maximize the use of nationals in project implementation, and called on NRSs to consider ways of implementing General Assembly resolution 44/211 and Governing Council decision 90/21 through adapting their structures, policies and procedures. The meeting commended the DTCD 1989 training workshop (in English) for senior cadres of developing country NRSs and encouraged the Department to organize similar workshops for other major language groups. Included in the report of the meeting was a request that its recommendations (ST/GENEVA/TARFO/90/6) be brought to the attention of the UNDP Governing Council and the Economic and Social Council at their 1991 sessions.

IV. AFRICA

31. DTCD expenditures in Africa in 1990 continued to be the largest among the various regions. Programme delivery totalled $76 million, compared with $67 million in 1989, and represented 42 per cent of the total. Special attention to the work in this region is warranted. The Africa programme is expected to retain its importance in the coming years, and the General Assembly has given special priority to United Nations efforts in Africa.

32. The building up of national capabilities in DTCD fields of activity, and overall human resources development, continue to be the main objectives of the DTCD programme in Africa. In a welcome turn of events, 1990 also saw the commencement of DTCD activities in Namibia, including needs assessments and the beginning of a number of projects.

33. In recent years, the countries of sub-Saharan Africa have experienced severe difficulties: high levels of international indebtedness, declining prices for export commodities, an unfavourable balance of trade and higher prices for imported products. Within the context of its mandates, DTCD has been expanding its assistance, at government request, in areas of debt management, public sector investment programming, economic and financial management and monitoring and managing structural adjustment programmes.

34. The Department has also participated in the United Nations Programme of Action for African Economic Recovery and Development (1986-1990) (UNPAAERD). In 1990, as a part of this programme, it began an innovative project, entitled Africa Initiative, 1/ funded jointly by the Government of Japan and the United Nations Regular Programme of Technical Cooperation. The project aims at enhancing the human, institutional, technical and managerial capacities of African countries in development planning within an interregional context. The Africa Initiative comprises a series of workshops, needs assessments and upgrading of existing development planning institutes or centres.

35. Another important activity is the DTCD role in the implementation of the Special Action Programme for Administration and Management (SAPAM) in Africa. In an effort to enhance the capacity of African Governments for policy formulation and management, DTCD, in collaboration with nine African countries, launched a project to study the impact of the size of civil service structures on their efficiency and effectiveness. The object of this study is to develop methodologies and instruments that African Governments can use for analysis and decision-making on the optimal size of the public sector. Under SAPAM, the Department has also collaborated with UNDP and the African Association for Public Administration and Management (AAPAM) to commission a publication geared towards revitalizing management in African public administration systems.

36. DTCD has also been helping African countries interested in exploiting their natural resources. In addition to mineral exploration, DTCD has placed emphasis on the improvement of legislative frameworks to attract related domestic and foreign investment. In the field of water resources, DTCD

activities have stressed planning and management, for example, in the Lake Chad basin and in Namibia, as well as work in conjunction with the World Bank in the assessment of water resources in sub-Saharan Africa. In the infrastructure sector, DTCD has provided assistance in transport planning and related assessments.

37. In view of the importance of statistical data for economic and social planning, DTCD has assisted several African countries in conducting censuses, and in analysing the resultant data. Also notable have been efforts undertaken through the United Nations National Household Survey Capability Programme (NHSCP) to meet the data needs of several countries, including those for policies related to structural adjustment.

38. The training of nationals in various sectors, including a focus on computers, is a key instrument by which the Department has tried to build up national capabilities in Africa. Training is an integral part of all projects executed by DTCD. In addition, the Department's continued involvement in the implementation of UNETPSA programmes has provided training for more than 1,000 Namibians since 1982.

V. LEAST DEVELOPED COUNTRIES

39. In view of the great needs of least developed countries and the priority assigned to assist them, DTCD is focusing substantial effort within this framework. In 1990, this amounted to about 450 projects in all sectors, with expenditures of about $76 million, or over 40 per cent of DTCD total delivery. Three main areas receive primary attention: institution building; human resources development; and natural resources exploration, exploitation and management.

40. Consistent with paragraph 3 of Governing Council decision 90/37, DTCD was active in the preparatory meetings and the Second United Nations Conference on the Least Developed Countries, held in Paris from 3 to 14 September 1990 (A/45/695). During the preparatory phase, DTCD, at the request of the UNCTAD secretariat, helped a number of LDCs to prepare their national economic studies and memoranda which were subsequently presented as technical background documentation at the Conference. These studies could benefit from the wide range of accumulated experience of current DTCD technical assistance projects throughout the world. Working with the planning ministries in Burundi, the Comoros, Mauritania and Rwanda, DTCD interregional and technical advisers or resident project experts helped analyse the economic performance of each country from its own vantage point, as well as the response of its development partners in the implementation of existing plans. Experts also helped in the presentation of national strategies and objectives for the 1990s. In other countries where projects assisted by DTCD were active, the Department's advisers helped in the preparation of development objectives and strategies for the 1990s. DTCD personnel at United Nations Headquarters, as well as project staff at the country level, were thus mobilized for contributions, which constituted valuable inputs for the formulation of the Programme of Action adopted at the Conference referred to above. 2/

41. The effectiveness of the Programme of Action will depend in large part on the strength of follow-up mechanisms being established and the efforts being undertaken. DTCD anticipates that its services will increasingly be called upon in this sector, in particular at the national level. Consultations and project efforts are under way with a number of Governments and with UNDP, bearing in mind the strong DTCD presence and its focus on the needs of the world's poorest countries.

VI. ENVIRONMENT

42. Consideration of environmental issues and their development implications has recently increased significantly within the United Nations system. DTCD was engaged in 1990 in numerous environmentally related activities, building on its project work and operational research in various sectors.

43. In the field of energy, efforts have been aimed at more efficient energy use in the industrial, transport, commercial and residential settings; lower emissions from fossil fuel electric power plants; improvements in coal mining; control of geothermal waste fluids; environmental impact analyses for small hydropower sites; promotion of new and renewable energy projects; and use of gas instead of fuelwood in institutional kitchens.

44. In the water sector, the areas of concern included water logging and salinity; performance and impact of high dams and reservoirs; the environmental aspects of deep drilling, especially in deserts; overpumping and seawater intrusion into groundwater aquifers; restoration of polluted lakes and waters; protection of marine and coastal environments; soil erosion and flood protection programmes; and legislation on water rights and water quality.

45. In the minerals sector, areas for attention included the impact of mining operations and methods to minimize their negative features; disposal of wastes; development of environmental components in mining legislation; and formulation of new regulations on mine safety and environmental protection.

46. In the infrastructure sector, considerations included an environmental focus in transport master plans, solid wastes management and municipal engineering; assistance in setting pollution abatement standards; and developing an appreciation of environmental improvements through appropriate planning.

47. In the fields of public administration and financial management, environmental efforts in 1990 sought increased awareness among senior government officials of the importance of environmental concerns and the means to address these through administrative and regulatory functions; recommendations on the role of government agencies in seeking environmentally sound development; and identification of relevant training requirements.

48. In development planning, efforts were focused on incorporating environmental concerns into national and sectoral plans, policies and strategies; assistance in developing environmental guidelines; and environmental impact assessments.

49. In the population sector, efforts were under way for development of demo-economic models for the formulation of population policy, including the relationship of population, development, resources and the environment.

50. In the statistics sector, world-wide concerns with environmental issues have created a demand for new indicators and compilations and for promotion of standardized data collection and dissemination of internationally comparable environment statistics. DTCD, with technical support from the Statistical Office of the United Nations Secretariat, has been developing activities in response to these needs.

51. Since multilateral consideration of environmental issues is a relatively new development, DTCD is promoting exchanges of information and exposure to technological developments through international seminars and workshops on the issues referred to above.

52. Moving ahead, and in the spirit of paragraph 6 of Governing Council decision 90/37, DTCD is seeking to ensure that environmental implications are taken fully into account in the design of all technical cooperation programmes in its areas of competence. The Department will also make substantial contributions to the preparatory work of the forthcoming United Nations Conference on Environment and Development (UNCED), scheduled to be held in Rio de Janeiro in 1992.

VII. EVALUATION

53. In keeping with General Assembly resolution 37/232 and Governing Council decision 86/36 of 27 June 1986, this section of the report provides an analysis of the Department's work and concerns, as seen through project evaluations.

54. Tripartite evaluations of DTCD projects totalled 46 in 1990, about one third more than in 1989, and more than double the number for 1988. The breakdown by substantive sector was as follows: development planning (11); statistics and population (9); public administration and finance (9); water (8); infrastructure (4); minerals (3); and energy (2).

55. Substantial success was achieved in several recently completed projects. The following serve as examples. In Uganda, a project aimed at strengthening the management capacities of the Uganda Commercial Bank acted as a catalyst in the utilization of external aid directed towards improvement of the rural economy, and substantial computerization resulted in a noticeable improvement in the standard of efficiency. In Ethiopia, a project to provide students

with overseas training in mineral exploration was highly successful. Only 2 of the 84 candidates failed to complete the course. In a project in the Philippines, aimed at strengthening the management of geothermal reservoirs, evaluators noted that, as a result of the skills and experience gained by the Geothermal Division of the Philippine National Oil Company, the reservoir engineering group has become essentially self-reliant, and can perform with full competence. The evaluators noted that this group would also be able to assume responsibility for management of the local geothermal reservoir developments, which would result in a reduced dependence on imported energy. In Bolivia, the evaluation report of a geothermal feasibility study project in the area of Laguna Colorado fully supported the project's design and methodology and praised the excellent government support. The overall results of the project were found to have been much more successful than originally anticipated, the natural environment of the project area was not detrimentally affected by the project activities and DTCD support for the project was found to be exceptionally good.

56. In general, findings and lessons of evaluations in 1990 continued to emphasize certain themes, and the degree of commitment of all those involved with a project contributed greatly to its chances of success. The combination of good planning, implementation and coordinated interactions between domestic and international partners was also fundamental. The work plan was shown to be a key instrument which needed to be prepared on a timely basis and revised as necessary. The synchronization of project inputs - experts, equipment, counterparts and facilities - had a strong practical impact. Maximum benefit from training programmes was strongly influenced by the appropriate selection of candidates and training institutions. Finally, the transition from pilot stage to full-scale operations was often seen to be relatively long, and difficulties could be anticipated. Some evaluations were particularly useful, owing to their thorough review of project operations and the specificity and detail of their recommendations.

57. Among other major findings and lessons, a persistence of national staffing problems, staff shortages and high turnover was noted, with detrimental effects on meeting project objectives and on prospects for sustainability. Evaluators noted that, because of this problem, international expertise was frequently diverted from training and institution building to direct support and operations. Prospects for achieving positive results appeared better when the project concentrated on a few specific, realistic, attainable and result-oriented goals.

58. In terms of feedback, results were very positive regarding follow-up within projects to the specific recommendations of evaluators. Limited progress persisted, however, in the broader application of findings and major lessons learned. The dissemination of such information needs regular attention and improvement. Additional helpful steps would include re-examination of procedures and guidelines for assistance, as well as an examinination of better ways to deal with some of the more obdurate problems.

59. A significant improvement in project evaluations was the increasing attention directed to "sustainability" at the project and programme levels, reflecting concern with the durability of technical assistance contributions. Such emphasis should in turn foster greater attention to designing and adjusting sub-sectoral programmes to reflect the long-term carrying capacities of the national institutions involved.

60. The growing emphasis on sustainability in recent years has meant taking into greater account features such as government and target group commitments; availability of domestic budgetary, foreign exchange and human resources; institutional, management and organizational capacities; the larger setting in which the project is expected to operate; and linkages with relevant public and private bodies. Recognizing and building on these features, especially at the project identification and design stage, helps augment the absorptive capacity for both technical assistance and capital inflows.

61. In the area of project design, the importance of viewing projects in their broader context, rather than solely within their own confines, was mentioned in several evaluations and gives support to the concern for adoption of a more programmatic approach by Governments and external agencies. For example, the effectiveness of national planning bodies depends in large measure on the planning capability and cooperation of sectoral ministries and national statistical offices, which provide the essential inputs of data and analysis. The broader perspective would imply a coordinated programme of assistance to all those bodies.

VIII. WOMEN IN DEVELOPMENT

62. In keeping with the Nairobi Forward-looking Strategies for the Advancement of Women, project work in the DTCD area of competence has been aimed at affording women opportunities for technical training, on-the-job experience and new jobs. As part of such efforts, women have been taking a more active role in decision-making and their participation in more development projects has increased significantly. Certain projects have provided more accurate data on women and in turn have been used to formulate policies and design subsequent projects that improve women's status.

63. Projects of all types are reviewed for their impact on women's lives, as well as their potential for improving future conditions for women. In addition to projects specifically designed to help women, the Department has made efforts to develop supplementary elements within projects which will ensure their fullest involvement. Where funds from UNDP or UNFPA were insufficient for these activities, allocations from the United Nations Regular Programme of Technical Cooperation have been used to underwrite "piggy-back" elements covering these needs. In areas where women have lagged behind, such as in acquiring technical skills, pilot and demonstration projects supported by DTCD have also been financed under the Regular Programme.

64. Document DP/1991/41/Add.1 reflects, under both substantive and support service headings, the variety of efforts under way. Collaboration with the United Nations International Research and Training Institute for the Advancement of Women (INSTRAW) to provide training modules in the water sector, a significant amount of advice and published work to improve statistics on women and two seminars on women's greater participation in public management, were but a few notable examples of those efforts in 1990.

65. Recruitment of women as experts and consultants for projects is an active area of concern, although acceptance rates have continued to be a problem. DTCD has been more successful in placing recent graduates as associate experts, where 30 per cent are now women. In the training component of projects, 17 per cent of placements are women. A focus on women is also strong in elements for technical cooperation among developing countries (TCDC).

66. DTCD has intensified its efforts, in collaboration with Governments and project staff, to elicit greater support and assistance in ensuring that women's needs are fully addressed at the project design stage, that training of women is emphasized, including through local seminars, and that more women are hired as national professionals on projects.

67. DTCD has under consideration the setting up of a database on women in development to help identify key elements and to monitor progress. The work will be in the context of the database being established in UNDP in response to Governing Council decision 90/19 of 22 June 1990 on the subject.

68. Attention continued to be given to analyses of programmes and projects to determine how women can best participate in, and benefit from them. In 1990, DTCD sought to institutionalize to a far greater extent the inclusion of elements specifically related to women in all projects, including the project budgets.

69. Within its own staff, DTCD has in the past year or so appointed six women to senior management or advisory positions, including the level of Division Director.

70. DTCD welcomes greater inter-agency collaboration and coordination to maximize the impact of efforts. The Department also looks forward to greater involvement in the planning and use of UNDP Special Programme Resources (SPR) for work related to women, in keeping with the priorities of Governing Council decisio 90/34 and 91/3.

IX. TECHNICAL COOPERATION AMONG DEVELOPING COUNTRIES

71. In 1990, DTCD continued its efforts to include elements for technical cooperation among developing countries (TCDC) in projects, to disseminate information on available capabilities and to stimulate institutional networking arrangements. Various sectoral examples are given in document DP/1991/41/Add.1. Data on the use of developing country capacities as project

inputs are contained in DP/1991/41/Add.3. Employment of developing country nationals and use of developing country host institutions as training sites both continued to increase in 1990, rising to 39 per cent and 52 per cent respectively.

72. Promotion of TCDC is a strong element in seminars and workshops organized by DTCD and largely financed with resources from the United Nations Regular Programme of Technical Cooperation. Basic to the materials used are papers prepared by the developing country participants. These provide the foundation for exchanges of experience and expertise. The subjects covered in these gatherings are as diverse as the sectors of DTCD competence, with active participation from all regions.

73. Among the various projects with a TCDC approach, that for on-the-job training of junior statisticians in other developing countries has continued its notable success. To date, over 130 participants from some 50 countries have benefited, and over 30 developing country institutions have been of assistance. The Department has also been strengthening its cooperation with regional centres of excellence, for example in a new project with the Latin American Energy Organization (OLADE).

74. A TCDC Multisectoral Programming Exercise and Bilateral Discussions Meeting was organized and hosted by the Government of Indonesia at Jakarta from 30 July to 3 August 1990, in collaboration with the UNDP Special Unit for TCDC and participation by 29 developing countries. In preparation, DTCD project staff assisted Governments in identifying capacities and needs and in formulating requests. At the Jakarta meeting itself, where 219 projects were agreed upon, DTCD helped to facilitate the negotiations. As a follow-up, DTCD will help provide financial support, mainly in the form of international travel expenses for several projects in energy, public works and assistance to the handicapped. Participation in the Indonesia gathering continued the pattern of DTCD support for such exercises in recent years, including those held in China, Egypt, Tunisia and Turkey.

75. By its decision 90/34, the Governing Council included TCDC among the programme priorities for SPR during the fifth programming cycle. DTCD will seek to tap this resource as well, so as to maximize efforts in support of TCDC. The Department will also seek increasingly to inject TCDC components into the full range of its projects where possible and as requested.

X. UNITED NATIONS REGULAR PROGRAMME OF TECHNICAL COOPERATION

76. In accordance with guidelines approved by the Governing Council and reaffirmed in its decision 86/6 of 20 February 1986, the United Nations Regular Programme of Technical Cooperation represents an adaptable source of ready funding for small-scale catalytic inputs to meet priority needs. The guidelines underscore its basic function as seed money. Flexibility in its management is a key consideration so as to ensure a multiplier effect and optimum use of the modest resources involved.

77. Strengthening national capacities through training, advisory services and experimental field projects is the focus of DTCD activities under the regular programme. These activities relate essentially to enhancing the human resources and institutional frameworks and mechanisms required to meet development goals in the various DTCD sectors. Such work comprises an important technical contribution to the partnership of DTCD, UNDP, UNFPA and Governments.

78. Regular programme resources enable DTCD to organize specialized training in several sectors. Workshops in 1990 dealt with optimal water development and conservation, revenue administration, trade statistics in Africa, computerized mineral title management, computerization of government accounting, land management, public investment programming, national machinery for dealing with the disabled, digital cartographic data evaluation, revisions to the system of national accounts statistics and electrification and power generation. Environment, an area of increasing emphasis, was treated in seminars relating to water, mineral resources, energy use and public administration management capacities.

79. DTCD efforts to assist in preparations for the Second United Nations Conference on LDCs, referred to in section V above, received significant support from the regular programme. A related effort is a training project in applied econometric and data bank models for planning in LDCs.

80. To ensure that development planning endeavours take better account of country experiences and needs, the regular programme supports work on guidelines based on case studies carried out by national experts.

81. In the area of development administration, DTCD engaged in country case studies on the size and cost of Africa's civil service. Training packages were also prepared to upgrade the policy development capacities of the civil service, with special attention to increasing the role of women in public management.

82. In the area of social development, advisory services were provided in social policy and development, crime prevention and criminal justice, including statistics. Capacity for policy-making related to the special needs of the disabled was the subject of a meeting organized on national disability machinery, and work began on a workshop to focus on establishing developing country capacities to assemble and use disability statistics.

83. The promotion of TCDC continued to be a main feature of all training under the regular programme. Interregional seminars and workshops provided a forum for exchanges of technical experience and expertise in many fields.

84. Cooperation with other organizations and bodies of the United Nations system, bilaterals and NGOs, particularly international professional organizations, has always been an important feature of the regular programme. Cooperation in 1990 included preparation of an integrated roster of advisory services from DTCD and the regional commissions of the United Nations which

should greatly enhance developing country awareness of, and access to, available expertise. With regard to training, numerous countries provided facilities and expertise for workshops, which substantially increased the scope of possibilities available to participants. Cooperation with the NGO Trickle-Up Programme, which works with small-scale entrepreneurs, led to the translation of guidelines into several languages. DTCD is circulating the guidelines to developing countries to facilitate access of potential entrepreneurs to credits from that programme.

XI. INFORMATION SUPPORT

85. In line with encouragement previously given by the Governing Council in relevant decisions, DTCD has been making available information on its role, experience and competence.

86. DTCD has recently produced and is disseminating a range of materials on its work, including: (a) a 36-page general brochure in five languages; (b) a catalogue of selected publications and software sector-by-sector; and (c) an integrated roster of advisory services available from DTCD and the United Nations regional commissions.

87. The roster includes biographical information on more than 140 advisers in 19 major areas of specialization. It is intended further to acquaint Governments and funding bodies with a sizeable portion of the variety and expertise of technical staff on board, readily available to developing countries for short-term advisory missions and for design and support of sectoral programmes and specific projects.

88. The catalogue is a related effort to focus attention on the technical output of DTCD. It is supplemented by lists (see DP/1991/41/Add.3, tables 9 and 10) which itemize the project reports, publications and software produced in the past year on technical cooperation.

89. Beginning in 1990, DTCD took on management of the Development Information System, which comprises a computerized database giving access to a set of unpublished material written by or for the United Nations on economic and social development. Development Information Abstracts, published periodically, lists recent additions to the database, now containing over 4,300 items. Documents and computer searches are available upon request. (See also DP/1991/41/Add.1, para. 108.)

90. The publication dtcd news, now in its third year, is sent out quarterly, mainly to institutions and specialists in developing countries. It informs readers of notable project work, new approaches, seminars and publications. Work is in progress for a series of sector-by-sector brochures on DTCD capacities, scheduled to be published during 1991.

91. With these materials in hand, DTCD is seeking to be better able to communicate and to give evidence of its ability to take on new responsibilities in the 1990s.

XII. COOPERATION WITH THE UNITED NATIONS DEVELOPMENT PROGRAMME

92. In its decision 90/37, the Governing Council requested UNDP and DTCD to develop closer cooperation in regard to technical and administrative support activities and to ensure that the capacities of DTCD be used to full advantage, for example, as regards least developed countries; technical and management services and non-project sectoral activities; programmatic exercises; conservation and the environment; and strengthening government capacities for national execution of projects. The texts of the preceding sections of this report have accordingly been geared to highlighting relevant thematic competencies and efforts.

93. By paragraph 10 of its decision 90/37, the Governing Council further requested the Administrator to report to the Council at its thirty-eighth session on the results of efforts undertaken to establish a more effective division of labour and a more effective complementary relationship, including elimination of duplicative administrative support activities and the strengthening of technical support.

94. In order to establish a basis for the steps to be taken in a strengthened collaboration, indicators in several specific areas may be helpful. The data reveal that, in 1990, DTCD involvement in these areas of congruent interest was still limited.

95. In support of the Management Development Programme (MDP), DTCD undertook four diagnostic missions in 1990. Of the 32 projects funded by MDP, DTCD is currently involved in 7 which receive technical support from DTCD specialists in public administration and finance and development planning. It is the intention of UNDP to have MDP work more closely in future with the various agencies and organizations of the United Nations system. This has also been recommended in the evaluation of MDP to be considered by the Governing Council at the present session (DP/1991/12). DTCD looks forward to more involvement in this programme.

96. Support was provided for four donor round tables organized in 1990. Similarly, work with UNDP was undertaken in three NaTCAP exercises. However, DTCD project staff regularly support government efforts for preparation and follow-up to related meetings. This is done mainly in the context of ongoing, development planning projects funded by UNDP, especially those in Africa.

97. The UNDP Special Programme Resources (SPR) project covers DTCD capability in several areas (aid coordination, women, TCDC, environmental problems and natural resources management, social dimensions of adjustment, etc.) in addition to those mentioned in the paragraphs above. DTCD expenditure of SPR funds in 1990 amounted to only $800,000 out of $40.2 million. In the upcoming UNDP fifth programming cycle - in keeping with Governing Council decision 90/34, the Administrator's statements in document DP/1991/5 and the Council's decision 91/3 - SPR funds are to rise to 7 per cent of total programmable resources, and United Nations agencies are to be called on increasingly for assistance in their use. DTCD will welcome future opportunities for such participation.

98. In regard to the Office of Project Services (OPS), six new inter-agency agreements were signed in 1990, with budgets totalling $600,000. DTCD services resulted in expenditures of only $200,000 under eight projects executed by OPS. For comparison, total OPS expenditures from UNDP core resources (excluding management service agreements and UNDP-administered funds, trust funds and government counterpart cash contributions) was $119 million in 1990, up from $89 million in 1989.

99. From time to time DTCD undertakes missions and other occasional support activities on behalf of the United Nations Capital Development Fund (UNCDF), the United Nations Revolving Fund for National Resources Exploration (UNRFNRE), the United Nations Development Fund for Women (UNIFEM) and various bureaux and programmes.

100. DTCD views implementation of the guiding principles of Governing Council decision 90/37 as the foundation for greater collaboration in a broad range of efforts, in keeping with the nature of the work and the mandates of UNDP and DTCD, further instructions of the General Assembly, the UNDP Governing Council and other intergovernmental bodies, and the needs and opportunities now facing the United Nations development system.

101. As a first step, UNDP has recently asked DTCD to participate as an observer in the deliberations of the OPS Project Acceptance Committee, to facilitate discussions on modalitites of increased DTCD involvement in project implementation. It is anticipated that comparative strengths and capacities may be utilized to greater advantage, as there are many areas where DTCD technical expertise and administrative competence could be engaged.

102. As indicated in preliminary consultations, the UNDP-DTCD relationship should be viewed in a broader context than simply UNDP/OPS-DTCD cooperation. It is hoped that the first step envisaged could evolve into a number of initiatives that would address the various issues of the relationship emphasized by DTCD. UNDP has indicated that greater consultation and participation will be assured in the future in regard to matters of mutual interest. DTCD, for its part, wishes to continue to explore opportunities in various areas over the course of the next several months.

103. The theme of cooperation for effective action deserves considerable weight, particularly in view of the Governing Council's call for UNDP to use DTCD expertise to full advantage. Closer involvement at various levels of the programme and project cycle, including programme and project design, appraisal, implementation and evaluation should be a vital part of such cooperation. This involvement should be both at Headquarters and at the country level, bearing in mind that the UNDP resident representatives (United Nations resident coordinators) are the designated field representatives for DTCD.

104. DTCD is strongly of the view that in looking to the future and the international challenges and opportunities now presented, closer cooperation among all the components of the United Nations system is essential. The topic

of increased cooperation with UNDP thus has special and practical significance, particularly in a year when the Governing Council is considering budget proposals and management questions of major importance.

XIII. CONCLUSION

105. The above discussions of issues and trends are in keeping with the importance of programmes for which the Department of Technical Cooperation for Development (DTCD) is responsible under United Nations mandates, and the increasing demand for services by developing countries. Firmly based on the principle of tripartite partnership and aiming at strengthening the responsibilities of the United Nations in economic and social development, DTCD will continue its efforts to sustain and consolidate the positive results achieved so far, and also to enhance further its capabilities to play a greater future role in technical cooperation activities in the 1990s. The Under-Secretary-General in charge of the Department will report to the present session of the UNDP Governing Council on the work being done and the efforts to be made in this regard.

106. Commentary and further guidance from the UNDP Governing Council will be greatly welcomed.

Notes

1/ DTCD/Japan Initiative for Financing the Human, Institutional, Technical and Management Capacities of Developing Countries in Developing Planning (with a Special Focus on Africa).

2/ Programme of Action for the Least Developed Countries for the 1990s (A/CONF.147/Misc.9 and Corr.1 and Add.1), adopted at the Second United Nations Conference for the Least Developed Countries.

DP

UNITED
NATIONS

Governing Council
of the
United Nations
Development Programme

Distr.
GENERAL

DP/1991/41/Add.1
26 March 1991

ORIGINAL: ENGLISH

SUPPORT

Thirty-eighth session
3-21 June 1991, New York
Item 7 of the provisional agenda

UNITED NATIONS TECHNICAL COOPERATION ACTIVITIES

Information on the technical cooperation programme of the Department of Technical Cooperation for Development

Report of the Secretary-General

Addendum

SUMMARY

The present addendum to the report on United Nations technical cooperation activities provides detailed information on the activities of the Department of Technical Cooperation for Development (DTCD) of the United Nations Secretariat, and includes a description of the work in its main substantive areas: development issues and policies; natural resources and energy; public administration and finance; statistics; population; and social development and humanitarian affairs. The report also includes information on DTCD programme support services, and work in conjunction with the World Food Programme (WFP).

CONTENTS

	Paragraphs	Page
INTRODUCTION	1	3
I. SUBSTANTIVE AREAS	2 - 87	3
A. Development issues and policies	2 - 11	3
B. Natural resources and energy	12 - 52	5
C. Public administration and finance	53 - 64	12
D. Statistics	65 - 71	14
E. Population	72 - 82	16
F. Social development and humanitarian affairs	83 - 87	18
II. SUPPORT SERVICES	88 - 108	19
A. Technical assistance recruitment and project personnel administration	88 - 94	19
B. Contracts and procurement service	95 - 97	21
C. Training	98 - 104	21
D. Financial management	105 - 106	22
E. Reports	107 - 108	23
III. WORLD FOOD PROGRAMME	109	23

INTRODUCTION

1. In 1990, the Department of Technical Cooperation for Development (DTCD) of the United Nations Secretariat had under execution 997 technical cooperation projects with a total delivery of $US 181.6 million against current year budgets of $224.8 million. The present addendum to document DP/1991/41 contains information on the substantive and managerial aspects of the work of the Department during the year. Data on project delivery are contained in document DP/1991/41/Add.3.

I. SUBSTANTIVE AREAS

A. Development issues and policies

2. DTCD executed 157 projects in development issues and policies in 1990 with a delivery of $36.4 million in comparison with a delivery of $37.1 million in 1989.

3. In 1990, the persistently high levels of international indebtedness, declining prices of primary commodities and unfavourable balances of trade, accompanied by higher prices for products many developing countries must import, aggravated already difficult economic conditions. Other factors exogenous to these countries' economies, including global political and economic instability, had a severe negative impact. Economic problems were particularly serious in much of Africa.

4. DTCD helped developing countries to cope with these challenges under its mandate in the field of development planning in such areas of immediate applicability as debt management, public sector investment programming, economic and financial management and the monitoring and management of structural adjustment programmes. The Department's main focus in development planning in 1990, however, continued to be national capacity building. New methodological and operational approaches to planning and management were also developed to help Governments programme the full range of financial and technical cooperation available.

5. One such innovative approach, begun in 1990 and funded jointly by Japan and the United Nations regular programme for technical cooperation, is the DTCD/Japan Initiative for Financing the Human, Institutional, Technical and Management Capacities of Developing Countries in Development Planning (with a Special Focus on Africa). Under this project, a study of the impact of technical cooperation in development planning, aimed at improving future assistance, began in selected countries. Work also began on comparative analyses of development planning experiences in selected Asian and African countries to draw lessons, as appropriate, for application in Africa. Planning institutes were also upgraded, which should contribute significantly to overall capacity building in Africa.

6. DTCD helped countries in all regions to prepare and install computerized data banks and information systems for planning and monitoring public sector investment programmes and coordinating external financial and technical cooperation. An international workshop in this field, held in El Salvador with participants from Central America, the Caribbean and Africa, included a strong technical cooperation

among developing countries (TCDC) component. DTCD also helped Ecuador and Nicaragua develop and operate comprehensive systems for national economic management which link such key government centres as planning and finance ministries, central banks and statistical offices.

7. DTCD provided assistance for technical developments of conceptual, methodological and operational natures in several African countries. Models linking spatial (subnational regional) planning to investment project planning were applied in Burkina Faso, Mali and Senegal. A new system using social indicators (tableau de bord) to monitor structural adjustment programmes was introduced in Niger and Senegal, as was a model for human resources and employment planning, particularly in the public sector in relation to structural adjustment programmes. All these models and systems are now operated by national staff.

8. In 1990, DTCD renewed its work in long-term perspective planning in a number of countries, an emphasis expected to grow.

9. Missions to Bhutan, Iran and Myanmar advised Governments on economic development planning in the context of major economic changes. Afghanistan was advised on planning its economic reconstruction; Bangladesh on technical needs in long-term strategic and in medium-term planning, policy development and macroeconomic management; and Seychelles on preparing a national environmental management plan. In a joint mission with the United Nations Centre for Human Settlements (Habitat) (UNCHS) and the United Nations Development Programme (UNDP), the Department also advised the Government of Namibia on preparing a national physical development strategy and plan.

10. Under country-specific projects, the Gambia received help in preparing a national conference on planning and statistics in conjunction with a donors' round table. Angola, Guinea-Bissau and Mozambique were also helped to prepare for round tables. As lead agency and in collaboration with the World Bank, the International Monetary Fund (IMF) and UNDP, the Department helped the Government of Sierra Leone to install an institutional database for economic and financial management systems and establish an improved institutional structure for government planning and finance activities; in the same country, DTCD assisted in macroeconomic planning and public investment programming. Seminars in Nigeria trained 1,500 federal and state middle- and high-level staff (as well as trainers) in development planning, investment project planning and the design and management of structural adjustment programmes. The Government of Côte d'Ivoire received help in a broad range of planning efforts related to structural adjustment. A project in the Congo, aimed at improving management of international cooperation, included a strong policy component to strengthen national capacities to mobilize and monitor external financial and technical resources.

11. Under its mandate in integrated rural community development, DTCD helped Oman carry out a social development programme stressing a grass-roots, participatory, multidimensional approach to local development. In its second phase, this project was expanded from a community development effort in three villages to a national multisectoral programme supporting Oman's requirements in community development, women's and children's activities and the rehabilitation of the disabled. A

project in Saudi Arabia grew from a single training and research centre to a national programme providing advisory services to public and private institutions to improve staff skills in this field. In the Central African Republic, Liberia and Swaziland, as well as in Oman and Saudi Arabia, projects enhanced women's role in development by reducing their work burden and providing training in income-generating activities, child care, nutrition, sanitation and environmental protection. The Central African Republic project played a catalytic role in developing a large-scale community development programme aimed at mitigating the social impact of structural adjustment. A group of projects in Laos assisted in the training of agricultural extension workers, the eradication and substitution of opium production and in integrated rural development in specific areas of the country.

B. Natural resources and energy

1. Energy

12. DTCD executed 106 projects in the energy field during 1990, with delivery of $18.8 million, compared with $11.7 million in 1989. Advisory missions were undertaken in such areas as energy policy; resource evaluation and exploration; project design and feasibility studies in petroleum, coal, natural gas, electric power, energy planning and conservation; geothermal, solar, wind and multi-source renewable energy packages; information systems; and microcomputer-based energy analysis.

13. The short-term impact of the dramatically higher oil prices of 1990, due to the situation between Iraq and Kuwait, revived interest in exploiting indigenous energy resources and exploring fuel substitution options and conservation and efficiency measures wherever applicable.

14. In the field of petroleum resources development, a $6.8 million project was begun in Xinjiang Province, China, to assist the Ministry of Geology and Mineral Resources in drilling two 6,000-metre demonstration wells in the Tarim Basin. Assistance was provided to several institutes in China to establish engineering capabilities in well completion and in acidizing and fracturing techniques. New projects on natural gas development and utilization, including compressed natural gas for trucking and mass transportation, were also being formulated. In India, efforts to strengthen capabilities in petroleum production technologies and seismic survey techniques continued. Postgraduate programmes in petroleum engineering were being established in Iran, where there is a serious shortage of petroleum engineers, and in Thailand, where they are practically non-existent.

15. With coal receiving increasing attention from developing countries as an energy source, DTCD promoted clean coal technologies and the alleviation of negative environmental impacts of coal combustion. For example, in China a project was started to institutionalize environmental impact studies for new coal-fired power stations and environmental policies to improve air quality. In Eastern Europe, a regional project aimed at computerized monitoring of coal-mining operations stressed safety and environmental aspects. DTCD has established a

network in the seven participating countries to coordinate research, development and marketing of the computer system, with a training centre in Czechoslovakia, fully equipped with microcomputers and telecommunications equipment. Under a follow-up project now being formulated, the system will be expanded to include economic management and data acquisition.

16. Peru was among many developing countries to make progress in energy conservation. In 1990, a project to strengthen the Centre for Energy Conservation (CENERGIA) completed a national energy conservation campaign and detailed energy audits in many major industries and transport systems. Assistance to productive sector firms in the implementation of energy saving measures in 1989-1990 helped save over 200,000 barrels of oil. Anticipated savings of oil imports for 1991-1992 are some 600,000 barrels. CENERGIA now earns half of its operating budget from fees from clients, a figure expected to increase. In India, under a national energy conservation auditing programme, four energy vans were built locally for regional lead agencies which carry out industrial transport, residential and commercial sector energy audits.

17. Environmental impacts of energy production, conversion and use received increased attention. Projects focused on energy utilization practices in the industrial, transport and residential/commercial sectors that conserve energy and reduce emissions in India, Peru and Zambia; higher efficiency and lower emissions from fossil fuel burning electric power plants in Bangladesh, China, Jordan and Viet Nam; environmental monitoring of coal-mining activities, including coal washing and desulphurization technologies in China and Eastern Europe; protection of fragile ecosystems from geothermal waste fluids disposal in Bolivia, China and Kenya; and promotion of environmentally benign solar and wind energy in Afghanistan, Cape Verde, China, Cuba, Egypt, India, Iraq, Mongolia and the Sudan.

18. In energy planning and policy, interest rose in energy conservation and policy management. Concerned over sharply rising energy prices, Governments sought to increase the efficiency of energy sector operations, to reduce non-competitive pricing and to develop national staff capabilities. In response to these concerns, three workshops were held at the United Nations Latin American Energy Organization (OLADE) training centre on integrated energy planning.

19. Within the DTCD programme for power plant modernization and rehabilitation, projects continued in China, Guinea-Bissau and Viet Nam. A large labour force development project in the electric power sector was initiated in Bangladesh. Most other projects in the electric power area focused on power system loss reduction and on improved operation, maintenance and management of power plants and transmission and distribution lines.

20. Regarding new and renewable energy resources, photovoltaic (PV) conversion of sunlight to electrical energy is becoming increasingly important as equipment prices continue to decline. In Pakistan, a major project to install centralized PV systems in four demonstration villages drew to a close. An important lesson learned from this project was that administrative and technical problems, combined with high (though falling) equipment prices, make a centralized village approach inappropriate in most cases. In the future, there will be more emphasis on smaller

decentralized PV application systems for water pumping, medical refrigerators, rural telecommunications and public and domestic lighting. Such was the focus of a project in western China, where standardized small systems were being developed for local production and deployment, and also of work in Mongolia, where small systems were being produced for nomadic herders. A new project in the Sudan, where many such application systems have been deployed, will train staff in the installation and maintenance of PV systems.

21. In wind energy, dramatically falling equipment prices now make this an attractive option for central, grid connected power at favourable sites. There is thus renewed interest in detailed wind resource surveys, using modern instrumentation and computer software. A new project in Syria exemplified this trend. At the same time, very small and portable wind battery chargers were manufactured for nomadic herdsmen in a project in Mongolia.

22. In geothermal energy, a major project in Laguna Colorada (Bolivia) neared completion after drilling five deep geothermal wells which will produce enough fluid to operate a 6 MW demonstration plant to be installed in 1991. With additional drilling, the field's capacity has been estimated to be at least 150 MW. A project in Tibet, China, is optimizing power generation at the Yangbajain geothermal power station and increasing the geothermal fluid production of the field. It will also assess the reservoir capacity of the Nadqu geothermal field with a view to installing a one-megawatt binary cycle power plant, and is exploring the promising area of Nyingzhong. In the Eastern Caribbean island countries of Saint Kitts and Nevis, Saint Vincent and the Grenadines and Montserrat, an exploration project assessed geothermal potential and the viability of transmitting geothermal-based electrical power among these islands by submarine cables. The project will also assess the volcanic risk associated with these volcanically active islands.

23. DTCD organized two interregional seminars in the energy field: Electrification and Power Generation for Developing Countries (Jyväskylä, Finland, 10 to 21 June 1990); and Petroleum Exploration in the Indian Ocean (Victoria Mahé, Seychelles, 10 to 15 December 1990).

2. Water

24. Delivery in the water resource sector was $26.3 million in 1990, compared with $24.2 million in 1989. During the year, 116 projects were under execution and advisory missions were undertaken in water resources planning, engineering, legislation, well drilling, computerized data management and hydrogeology.

25. DTCD assistance focused on water resources planning and management, including conjunctive use and multi-objective planning of both surface and groundwater resources, with emphasis on social, economic, legal and technical considerations. Such multi-sectoral projects were executed in China, Senegal, the Sudan and Yemen. Water resource master plans neared completion in Cape Verde, Mali, Guinea-Bissau and Mauritania, and will comprise the basic documentation for donor conferences in those countries.

26. Projects increasingly used computer technologies for storing, checking, processing, retrieving and mapping data on variables such as rainfall, run-off, river flows, lake levels and aquifer characteristics, as well as for mathematical modelling in hydrology, hydrogeology and planning. DTCD developed, published and disseminated free computer software on groundwater, and made use of existing data banks for computer-assisted mapping. Such activities were undertaken in Cape Verde, Guinea-Bissau, Haiti, Mali and Niger. Training in the use of DTCD groundwater software has been conducted in several countries.

27. Responding to increased government emphasis on environmental issues and on sustainable development of water resources in particular, DTCD developed an overall strategy in this sector comprising effective management, protection and monitoring of water quality; water-related aspects of environmental protection; clean-up of polluted bodies of water; and protection of marine and coastal environments. For example, the regional project to manage the water resources of the Lake Chad Basin helped formulate strategies to restore lake levels gradually and satisfy multi-purpose water requirements of participating countries under an environmentally sound approach. The performance and impact of high dams and reservoirs, as well as sedimentation problems are being monitored in countries such as India and Pakistan. Morocco received help with the exploitation of deep-aquifer systems; Qatar with the related problems of over-pumping and sea water intrusion into groundwater aquifers; Bangladesh and Viet Nam with soil erosion and floods; and countries such as the Central African Republic, Chad and Madagascar with developing rural drinking water supplies. In the Sudan, a project focused on preventing excessive development of water resources; in Somalia, a project to rehabilitate water wells increased the number of water points to reduce concentrations of livestock; while projects in Jordan and Yemen improved monitoring and control of water quality.

28. Advisory missions on water legislation helped Mozambique to draft a new water law, Yemen to modify existing legislation and the Bahamas to draft laws protecting groundwater. In conjunction with World Bank programmes, Brazil and Venezuela were helped to assess legal and economic constraints on the proper use of water.

29. DTCD sought to involve women in the operation, maintenance and management of water installations in rural areas. In Niger, under a pump maintenance project, national teams of social workers and (female) sociologists visited the villages to provide basic education, especially to women, in pump use, water conservation and hygiene. Committees of five persons, including at least one woman, were organized to collect funds from villagers for spare parts and for the payment of craftspeople trained in pump repair. A new project in Mauritania addressed the needs of rural women by promoting market gardening, the raising of livestock, small handicrafts and environmental protection. This work is in line with a guiding principle of the Global Consultation on Safe Water and Sanitation for the 1990s (New Delhi, 10 to 14 September 1990), in which DTCD participated and helped to ensure that women's involvement in all aspects of water sector planning and management was stressed. Also, in collaboration with the International Research and Training Institute for the Advancement of Women (INSTRAW) and with funds from the regular programmes, work continued on revising and updating INSTRAW training modules on "women, water supply and sanitation", which promote women's roles in project preparation, planning,

monitoring and evaluation, maintenance, management and training and environmental protection.

30. Efforts to help upgrade the skills of water resources professionals and sub-professionals included two major seminars in 1990: an International Workshop on Water Resources Planning and Management (Beijing, 2 to 6 April), jointly sponsored with the State Commission of Science and Technology of China; and an Interregional Seminar on the Mobilization of Resources for Optimal Water Development, Allocation and Conservation (Mérida, Venezuela, 3 to 7 December). A DTCD-executed regional project supporting two drilling schools in West Africa is training drilling technicians and engineers, as well as mechanics and foremen, from francophone and lusophone countries.

31. In line with the trend towards national execution of projects, DTCD assisted India in carrying out a series of institutional support projects, some wholly executed by the Government and others in which DTCD provided only technical expertise unavailable nationally. This culmination of years of national capacity building to the point at which country institutions can implement complex technical projects with minimal external support has also occurred in many other countries, where short-term consultancies are more the rule than resident experts in projects.

32. DTCD worked with other United Nations entities in various interdisciplinary inter-agency teams. The water sectors of Morocco and Namibia were reviewed under the aegis of UNDP, and DTCD helped the World Bank to assess water resources in Africa south of the Sahara. A project executed by DTCD to assess the implementation of the Mar del Plata Action Plan was a joint effort of several United Nations agencies. The World Bank provided urban water sanitation and community development inputs to the water master plan for Guinea-Bissau under a DTCD-executed project and worked with DTCD to identify water sector activities in the Comoros. DTCD is also a full-time member of the Steering Committee of the UNDP/World Bank project for a hydrological assessment of sub-Saharan Africa.

33. Several projects, such as a water resources assessment, planning and development project in the Caribbean, completed in 1990, generated a total of $46.5 million in follow-up investments.

3. Mineral resources

34. DTCD executed 96 projects in the mineral resources field in 1990, with a delivery of $17.3 million, up from $15.2 million in 1989. Advisory missions were undertaken in mineral sector planning, programming, exploration, beneficiation, feasibility studies, mining, geophysical airborne surveys, institution strengthening, investment promotion, legislation and computer applications.

35. During the first half of 1990, the price of non-metallic minerals remained high, while gold dropped to under $400 per ounce for most of the year. In late 1990, largely as a result of a slow-down in the world economy and the situation between Iraq and Kuwait, the prices of copper, nickel and other base metals began a slow decline, with aluminium being the most affected. This trend, is not, however, expected to drive prices to the extremely depressed levels of 1985/1986.

36. In Africa, greater interest in investment promotion prompted efforts to streamline mineral sector management and up-date mining codes. A number of mineral exploration projects now have legal assistance components. In Guinea-Bissau and Togo, for example, DTCD helped formulate new mining codes; DTCD assistance was requested for the preparation of a new mining investment code in Benin; and Gabon requested help in updating its mining law. A new project in Angola is strengthening national capabilities in the minerals sector, reorganizing the country's technical departments and modernizing its legislative framework.

37. DTCD helped Mauritania assess the sulphur potential of its coastal basin, while exploration projects in Burundi, the Cameroon, Gabon, and Togo yielded substantial results which are now being followed up.

38. In the Sahel, some $5 million were allocated in 1990 for DTCD-assisted projects in Burkina Faso, Chad, Mali and Niger. At least one deposit of gold and/or base metal was discovered in Burkina Faso and Mali. In Niger, a new project assisted minerals sector institutions and exploration in the Liptako area. The project will also help other bilateral and multilateral projects in the region with such inputs as a regional geophysical survey, regional mapping, drilling equipment and ground geophysical surveys. In Chad, a mineral sector assessment project concluded in 1990 will be followed by a five-year project to evaluate further the sector's potential.

39. In Ethiopia, some $1 million provided through four projects helped train national geologists, geophysicists, geochemists and mining technicians, upgrade the graduate programme of the University of Addis Ababa, reinforce mineral development legislation and promote investment. In Mozambique, DTCD helped train national experts, carry out field studies and evaluate the short-term economic potential of mineral occurrences. Efforts to develop mineral resources were made in Kenya, Uganda, the United Republic of Tanzania and Zimbabwe where DTCD is now evaluating projects. In Ghana, the State Gold Mining Corporation (SGMC) was helped to enter into joint venture negotiations with a Canadian group for the Prestea mine in south-west Ghana. Another project strengthened the Mines Department in that country.

40. A computerized mineral title management system was set up in Morocco and an interregional seminar on computerized mineral title management and associated databases was organized in Rabat in November and December 1990 by the Government, UNDP and DTCD, with support from the Government of France.

41. Assistance to Asia covered an equally wide range of activities. In India, a major new project in Nagpur helped set up a National Drilling Training Centre in cooperation with the Mineral Exploration Corporation which will provide training in the latest mineral, water and geothermal drilling techniques to institutions throughout the region. Testing of low-grade phosphate ore from western Iran identified a technically viable process for producing a marketable concentrate. Further testing is now determining its economic viability.

42. In Malaysia, a new mining code, model agreement and mineral title system were developed and are expected to encourage mineral investments. In Sarawak, technical

monitoring, quality control and training were provided for an airborne geophysical survey, and in 1991, DTCD will undertake interpretation of the data. DTCD provided advice and equipment for the evaluation and mining of small-scale gold deposits in western Nepal, and a feasibility study of a zinc-lead deposit in the Himalayas was launched. In Pakistan, a technically viable process for extracting sulphur from volcanic deposits in Baluchistan was confirmed by testing at a national laboratory. A major feasibility study of the zinc-lead deposit, discovered through a DTCD-executed project north of Karachi, was approved by UNDP in December.

43. In the Arab States, the regional Yemeni Joint Project for Natural Resources neared completion of airborne geophysical surveys and interpretation of geophysical anomalies and satellite imagery for mineral resources evaluation. A new regional project in Jordan and Yemen will help evaluate, promote and manage mineral resources development in those countries. In Yemen, a new project will establish a mining policy, revise mining legislation and strengthen the minerals sector of the unified State of Yemen. 1/

44. In the Americas, a project in Bolivia completed an evaluation of precious metals prospection in three geological environments, and an investment promotion brochure is now being prepared. In the industrial minerals sector, Jamaica received help in setting up a mining task force to open marble quarries for evaluation and production efforts. In Paraguay, a project identified and assessed resources for potential development and was instrumental in the creation of the Sub-secretariat of Mining, the first government office to be concerned with mineral resources development. The Dominican Republic was advised on legal issues and negotiation strategies in connection with petroleum exploration and production agreements. DTCD helped Carbones de Colombia (CARBOCOL), the State coal mining firm, to appraise its global competitive position. In 1990, the project completed an analysis of investment agreement options, as well as a manual for negotiating joint ventures and agreements for large-scale coal operations.

4. Infrastructure: cartography, remote sensing and public works

45. In the fields of cartography, remote sensing and public works, 57 projects were executed during 1990, with a total delivery of $8.4 million, compared with $9.0 million in 1989.

46. Technical cooperation projects in cartography, surveying, mapping and hydrography included institution-building, transfer of technical expertise to national cartographic and hydrographic institutions and provision of training and equipment.

47. Fellowships and grants were awarded to candidates for studies in data processing, photogrammetry, cartography/map compilation, cadastral and land information systems, Geographical Information Systems (GIS), integrated digital mapping, geodetic science, map reproduction and map printing.

48. DTCD continued to provide assistance in remote sensing to the Arab world and to countries in the region covered by the Economic and Social Commission for Asia

and the Pacific (ESCAP). Assistance included advice on the feasibility of remote-sensing projects and helping resource managers to gather data for locating, managing and monitoring natural resources. Advisory services to remote-sensing training programmes focused on the use of satellite remote-sensing data from new sensors, assessing the use of remotely sensed data and identifying remote-sensing requirements for natural resources development.

49. Projects in public works involved planning, design and the development of new physical infrastructures, as well as emphasis on the inspection, evaluation, rehabilitation, upgrading, maintenance and restoration of existing works. Many projects stressed the transfer of appropriate technology, related training and specialized equipment. For example, cooperation between DTCD and India resulted in a large programme to train Indian nationals in railway wagon and coach design. Another project, in Swaziland, provided training in road development and supervised highway construction financed by the African Development Bank (AfDB).

50. During 1990, two projects in the rural areas of central Malawi developed capacities to plan, survey, design and construct reinforced concrete bridges and connecting roads, with self-help from villagers. These projects were so successful that a similar pair of projects for the entire southern region is now being planned. Under a pioneering transport planning project in Zambia, DTCD helped to establish a database for all modes of transport in the country; 19 studies leading to the formulation and approval of a transport strategy and policy were prepared, and an institutional capability was developed in the Transport Planning Unit, including trained national professionals. A large-scale continuation of this project, to start in 1991, has been requested.

51. In a sector not normally conducive to the participation of women, key professional positions are held by women in two large-scale public works and transport projects in Malawi and Zambia. DTCD has continued to work towards increasing the number of women experts and women in training activities in these areas.

52. An Interregional Seminar on Land Information Management in the Developing World was organized by DTCD with the Australian Trade Commission (Adelaide, 4 to 14 February 1990). To implement resolutions of the Eleventh United Nations Regional Cartographic Conference for Asia and the Pacific (Bangkok, 5 to 16 January 1987), 2/ a Workshop on Training and Transfer of Technology in Digital Cartographic Systems for Digital Mapping was convened at the United Nations Office at Vienna in September-October 1990.

C. Public administration and finance

53. During 1990, DTCD executed 122 projects in the field of public administration and finance, with a delivery of $26.5 million, compared with $20.8 million in 1989.

54. As a result of persistent administrative and managerial bottlenecks in public sector performance in many developing countries and the deepening economic crisis in LDCs, increased technical assistance was provided in 1990 for the reform of

public administration and management systems. New needs arising from structural changes in Eastern Europe, combined with the existing needs of the traditional recipient developing countries, created a heavy demand for technical assistance. Overall, projects were aimed at strengthening the implementation capacity of the public sector, realigning public service structures and processes, reassessing and sharpening the role of the civil service and strengthening the capacity of the service to promote economic recovery and development.

55. Efforts to improve civil service reform methodologies included a new project in nine African and two Pacific countries to study the impact of size and cost of the civil service on its efficiency and effectiveness. DTCD continued to help Bhutan, Guinea, Indonesia and Papua New Guinea optimize planning for public sector human resource requirements through improved public personnel information systems and restructured central personnel agencies. In Indonesia, an integrated approach was taken to the classification of jobs, analysis of skills and career development and planning. In the Gambia, India, Indonesia, Lesotho and several countries in the Caribbean, projects were designed to improve curricula for management training and development.

56. The strengthening of management development agencies remained a central focus of DTCD technical cooperation. Assistance was given to the Lesotho Institute of Public Administration, the Management Development Institute in the Gambia and management departments in Burkina Faso, Niger and Swaziland.

57. DTCD played a lead role in the inter-agency task force that monitors the Special Action Programme for Administration and Management (SAPAM) for Africa. The study sponsored by DTCD on the size and cost of the civil service will provide significant inputs to the SAPAM programme in the 1990s, including guidelines to help countries determine the optimal size of a civil service staff. The public administration programme of DTCD conducted major diagnostic missions on behalf of the Management Development Programme (MDP) to the Comoros, Jordan and Madagascar, a played a key role in evaluating the MDP by analysing the extent to which gender i ues had been addressed during the preceding two years.

58. Two seminars (Kuala Lumpur, 9 to 13 July and Ljubljana, 16 to 20 October 1990) on Policy Development for the Expansion of Women's Participation in Public Management culminated in the production of training packages in this field. In addition, a workshop was conducted in Kenya to launch a project on management policy development in support of the Kenya Sixth Development Plan.

59. In the field of electoral administration, DTCD consultant teams analysed electoral laws and regulations in Haiti and Nicaragua and made recommendations concerning the administration of the electoral process. In Nicaragua, following an evaluation of the status of civil registration a project was designed to solve the problems identified and to link civil registers to the organization of a permanent electoral register. In Haiti, assistance to the Provisional Electoral Council included a motivational and educational campaign targeted at the Creole speaking population and advice on the design of regulations and the organization and computerization of vote counting.

60. Much of the work of DTCD in public finance helped countries formulate appropriate fiscal and monetary measures to deal with growing deficits, external foreign debts and the dim prospects of obtaining net capital inflows. Efforts in such interrelated areas as the mobilization of resources, management of public spending and the reform of public enterprises were carried out through training and management development; improved tax policy and administration; budgeting, accounting and auditing systems and procedures; and increasing managerial efficiency and accountability.

61. For instance, tax administration systems were upgraded in Bangladesh, Bhutan, Kuwait, Malawi, Nepal, Somalia, Sri Lanka, Trinidad and Tobago and the United Republic of Tanzania. Other projects focused on fund control and accountability, as well as the auditing of the efficiency and effectiveness of operations in Bangladesh, Bhutan, Botswana, Cape Verde, Ethiopia, Malaysia, Mauritius, the Netherlands Antilles, Uganda and the United Republic of Tanzania.

62. Projects to improve and rationalize public enterprises in such countries as Kenya, Malawi and Venezuela stressed improved performance and the introduction of policies to deal with financial difficulties. In a number of countries, computerized information systems were introduced not only to upgrade economic and financial management but also to enhance policy-making.

63. In regard to aid accountability, DTCD and the International Organization of Supreme Audit Institutions (INTOSAI) organized the Interregional Meeting on Government Auditing (Vienna, 12 to 18 September 1990). Participants from donor and recipient countries recommended the formation of a working group to harmonize the accountability requirements of various donors. This recommendation is being followed up in cooperation with the Development Assistance Committee of the Organization for Economic Cooperation and Development (OECD).

64. To promote the exchange of information and development experiences in public finance, DTCD also organized the Interregional Workshop on Improving Revenue Administration (Harare, 5 to 9 November 1990) with the Government of Zimbabwe and the Interregional Workshop on Computerization of Government Accounting (Valletta, 13 to 21 November 1990) with the Government of Malta.

D. Statistics

65. During 1990, DTCD executed 180 country projects and 19 inter-country projects in all fields of statistics and statistical data processing, including informatics, with a total expenditure of $28.3 million, compared with $28.4 million in 1989. Technical and interregional advisers and staff from the Statistical Office of the Department of International Economic and Social Affairs of the United Nations Secretariat undertook over 200 project-related or direct technical advisory missions to 95 countries.

66. Technical cooperation in the statistical field helps developing countries to strengthen their services and capabilities to collect, process, disseminate and use a broad range of development-related statistics. Assistance is provided in areas

such as general economic statistics and national accounts, as well as social and demographic statistics, statistics on women, statistics on special population groups, integrated statistical services, household surveys and statistical data processing and informatics. In 1990, emphasis was placed on the 1990 round of population and housing censuses, on those developing countries the least advanced in statistics, on work under the umbrella of the National Household Survey Capability Programme (NHSCP) and on improving statistics on the situation of women.

67. Support for statistical data processing increased rapidly as microcomputer technology has proven to be highly appropriate for developing countries. In 1990, DTCD executed 140 projects in all fields of statistics that had a data-processing component.

68. A key aspect of DTCD work is to facilitate national execution by developing national capabilities. Training was stressed in almost all forms of assistance and most country projects provided support for an explicit training component. In addition, the Statistical Office organized five regional training sessions in 1990 on the revision of the United Nations System of National Accounts (SNA): Addis Ababa (16 to 25 July); Bangkok (15 to 24 August); Suva (14 August to 7 September); Geneva (10 to 13 September); and Brazil (18 to 28 September). DTCD also continued funding an interregional project, begun in 1982-1983, for training junior statisticians and programmers thus strengthening the capabilities of and linkages among developing countries through TCDC. On the regional front, support continued for census training in sub-Saharan Africa with funds from UNFPA and Canada. National and subregional courses were organized by the Economic Commission for Africa (ECA), while, in collaboration with Statistics Canada, short-term training courses were held at Ottawa.

69. NHSCP, a major interregional project executed by DTCD and co-sponsored and/or supported by the United Nations, the United Nations Children's Fund (UNICEF), UNDP, the United Nations Population Fund (UNFPA) and the World Bank, continued to develop national household survey capabilities as a means of collecting demographic, social and economic data for policy formulation; planning and programme evaluation; and co-ordinating the country-level technical cooperation efforts in this field of the United Nations development system, especially the the International Labour Organisation (ILO), the Food and Agriculture Organization of the United Nations (FAO), the United Nations Educational, Scientific and Cultural Organization (UNESCO), the World Health Organization (WHO) and the regional commissions. By the end of 1990, 45 countries had joined the programme. A total of 55 missions provided advisory services to these countries or helped formulate new programmes. Activities in 1990 stressed helping countries, especially in Africa, meet their data needs for structural adjustment-related policies. The Pan-Arab Project for Child Development (PAPCHILD) was helped to conduct surveys in four of the five participating countries which will enable ministries of health, social affairs, national child welfare councils and research and policy institutions to obtain reliable data for social policies and programmes. Three technical studies were issued on household income and expenditures surveys; measuring literacy through household surveys; and assessing the nutritional status of young children. Work proceeded on the following studies requested by countries: guidelines for estimation of sampling errors; sampling for rare and elusive populations in

household surveys; surveys on household consumption of energy; operational guidelines for measuring health through household surveys, and household surveys of agriculture in Africa.

70. An interregional project begun with UNFPA assistance in mid-1988 continued to support the development of national databases on women, population and development. In 1990, additional resources were provided to DTCD through trust funds to help countries to improve statistics on women. Technical missions assisted in project development and training in Botswana, Bulgaria, Cape Verde, Ghana, Honduras, Kenya, Pakistan and the South Pacific region. A Handbook for National Statistical Data Bases on Women and Development 3/ was published and a report on illustrative tabulations for census and survey statistics on women's economic activity and other work is under preparation. Substantial work was also done in Africa with INSTRAW and ECA to develop statistics on women's participation in the informal sector.

71. The Software and Support for Population Data Processing project, funded by UNFPA, continued to develop and deliver software to country projects and institutions, conduct training workshops and provide UNFPA and other units of the United Nations system with technical support. In 1990, the project delivered 1,215 data-processing and demographic software packages and conducted or participated in 12 workshops and meetings. Two new software applications were produced and will be released in 1991: PopMap, an integrated software that combines database, spreadsheet and mapping to create a computerized atlas of population data and related information; and Table, for producing frequencies and summary cross-tabulation of census and survey data.

E. Population

72. In 1990, DTCD executed 126 projects in this sector with a delivery of $10.4 million, compared with $9.6 million in 1989.

73. Skilled national experts assumed greater technical responsibility for projects in 1990. This trend went hand in hand with the emphasis on national training programmes in population through universities and workshops, seminars and ad hoc courses for non-academic audiences. Most programmes in population have now developed into programmes in population and socio-economic development, and microcomputer technology has become a dynamic aspect of all training and research programmes. An increasing number of projects were managed by national population specialists, thereby moving closer to self-reliance. Many projects developed the capacity to establish a research partnership with well-established institutions in developed countries and provided opportunities for TCDC.

74. In preparation for the analysis of the 1990 round of population censuses, DTCD helped Governments strengthen demographic analysis units in statistics and census bureaux and train personnel in this field through national, regional, interregional and other international technical cooperation programmes. In this context, there was greater demand for computer hardware and software for training in computer applications for demographic analysis, integration of population into development and population policy formulation.

75. In the area of population dynamics, 34 projects were implemented in 33 countries. Major emphasis continued to be on the evaluation and analysis of data from the 1980 round of population censuses and demographic surveys and on guidelines for the analysis of data from the 1990 censuses. In cooperation with ECA, DTCD organized a workshop in Ghana to train African demographers and planners in the use of microcomputers for analysis of census data. In addition, a subregional workshop was organized with the University of Montreal for francophone sub-Saharan African participants on the use of microcomputers for demographic analysis of censuses and surveys. Technical support for the evaluation and analysis of data from the 1980 round of censuses was given to 16 African countries; 7 Asian countries in Asia and the Pacific; 6 countries in the Americas; and 5 countries in Western Asia.

76. The team approach to demographic analysis continued to be adopted in a number of countries and is being encouraged in others. Staff demographers and local consultants composed such teams, with topics for analysis distributed among them depending on their individual expertise and interest. A national or an international expert (resident or consultant) or regional demographic adviser provided technical coordination for the analysis and helped to ensure technical consistency of the results. At periodic working seminars, work progress was reviewed and methodological issues discussed. This further ensured continuous "in-house" training for the entire staff and timely completion of the demographic analysis required. These strategies were successfully applied in a number of African countries.

77. With the need for analysis of census data well established by previous population census rounds, DTCD is helping developing countries to incorporate programmes of data analysis and dissemination into the 1990 population census design. In this connection, for every census analysis project, pre-census meetings of national data users and producers were held to identify the trends of potential census data users and to meet their needs to the extent possible in the detailed census analysis. Post-census seminars and workshops continued to be used to disseminate the findings of census analyses, particularly their implications for development planning.

78. In population policy and development planning, 36 country projects were implemented in 30 countries, primarily in Africa. Projects in Asia and Latin America were also assisted by DTCD, often without the services of resident experts. Work entailed assessment of population problems and needs; improving knowledge of the interaction between demographic and socio-economic factors; formulation of population policies; and integration of demographic factors in development planning.

79. The services of resident advisers in population and development and short-term consultants for specific topics were provided. In addition to formal training, national experts learned from the experience of other countries through their participation in national and interregional seminars organized in other countries. Techniques for integrating population variables into development planning and use of demo-economic models and related software were demonstrated at these seminars.

80. Most developing countries have defined their population policies in the context of development, but only modest efforts have been made to integrate population variables into development planning. Greater stress was thus placed on techniques and models for integrating such variables into the development process.

81. Efforts to increase women's role in all DTCD-assisted population programmes continued. Special consideration was given to women candidates for training opportunities and to recruiting qualified women as international resident advisers and consultants. Progress was also made in gender sensitive tabulation and analysis of socio-economic data for censuses and surveys. A microcomputer-based model on women in development, especially in rural agricultural settings, was developed and tested and is being modified to include other modules.

82. DTCD continued to sponsor training through the Cairo Demographic Centre and United Nations/Union of Soviet Socialist Republics Interregional Training Programme in Population and Development. International training workshops on Microcomputer Applications for Population and Development (Hungary), Use of Population Projections (Poland), and Integration of Demographic and Social Variables in Development Planning (Bulgaria) trained 155 persons (50 per cent women) from 110 developing countries; 209 fellowships were awarded at institutions not sponsored by the United Nations.

F. Social development and humanitarian affairs

83. In 1990, the Centre for Social Development and Humanitarian Affairs (CSDHA) of the United Nations Office at Vienna (UNOV) provided substantive support on behalf of DTCD to projects in the social development field totalling almost $1 million. A common characteristic was the focus on building national capacities and strengthening institutions for social progress and development. Non-governmental organizations (NGOs) made major contributions to this effort in partnership with Governments, ranging from direct implementation of projects to more specific project tasks. Responding to a growing preoccupation with the social objectives of development, the two CSDHA interregional advisers undertook 24 missions to 18 developing countries to help with policy design, programme formulation and evaluation. In addition, specialized ad hoc advisory services were provided on request with emphasis on improving the situation of specific social groups.

84. With many Governments formulating national plans and development strategies for the 1990s, substantial technical cooperation supported the organization and conduct of social situation analyses and the formulation of integrated social development policies, strategies and programmes. For example, the Department of Social Affairs of the Government of Indonesia received help in assessing salient social welfare and development issues and trends as inputs to the preparation of its country's national development strategy for the period 1990-2015. The Ministry of Social Affairs of the Government of Chad was helped to prepare a social inventory and situation analysis, whose findings and recommendations will be reviewed during the round-table consultative process at a forthcoming national social sector workshop.

85. Establishment and development of national institutions concerned with the situation of specific social groups remained a major area for technical cooperation in the social field. In Guinea, the National Centre for Rehabilitation of Disabled Persons was helped to train national personnel and thereby expand its range of disability services with financing from UNDP, bilateral sources and the Voluntary Fund for the United Nations Decade of Disabled Persons, administered by CSDHA. Djibouti was helped to establish a new institution and build national capacities for disability prevention, rehabilitation and equalization of opportunities with resources from UNDP, the Arab Gulf Programme for United Nations Development Organizations (AGFUND) and the Voluntary Fund.

86. Major initiatives in crime prevention and control were taken in Africa and in the Americas. In the Americas, UNDP and bilateral sources financed region-wide assistance to demonstration schemes on crime prevention, legal assistance and criminal justice reform in Argentina, Costa Rica, Honduras, Peru, Nicaragua and Venezuela. With regular programme resources, CSDHA provided Ghana, Mauritius, Nigeria, Paraguay and Uganda with high-level advice on the design of national crime prevention and criminal justice infrastructure, including the computerization of criminal justice administration. To help mobilize resources for these initiatives, an annotated listing of technical cooperation project proposals in law enforcement and judicial structures, crime prevention measures, computerization of criminal justice and measures against corruption in Government was made available to potential donors and to the Eighth United Nations Congress on the Prevention of Crime and the Treatment of Offenders (Havana, 27 August to 7 September 1990).

87. Interregional training workshops and technical exchanges financed by the regular programme facilitated the sharing of knowledge and experiences and the promotion networking among interested centres and institutions. The Interregional Commemorative Seminar on the Convention to Eliminate All Forms of Discrimination against Women (Kiev, 2 to 12 September 1990), financed by a special USSR contribution to the Regular Programme, promoted awareness of the Convention and its relevance to national development. At the International Meeting on the Role and Functions of National Co-ordinating Committees on Disability in Developing Countries (Beijing, 5 to 11 November 1990), hosted by the China Federation of Disabled Persons, developing and developed country specialists adopted Guidelines on Establishing and Developing National Coordinating Committees on Disability.

II. SUPPORT SERVICES

A. Technical assistance recruitment and project personnel administration

88. The 1990 delivery for project personnel was $93.8 million, compared to $82.0 million in 1989.

89. Developing countries continued to demonstrate their ability to determine the configurations of the technical cooperation they required. An increasing number of countries took the initiative in identifying candidates whose services they sought. As in 1989, four out of five were short-term, high-level consultants.

90. As in the previous year, expertise in natural resources and energy was supplied predominantly from developed countries, while developing countries led in providing expertise in social fields. Overall, 66.6 per cent of recruits came from developed countries.

91. Following up on the first training workshop for English-speaking senior cadres of national recruitment services (NRS), held in Geneva in 1989, preparations were made for two similar workshops, one for French-speaking and one for Spanish-speaking officials, to be held in 1991. These workshops will enable developing countries to observe the operations of recruiting institutions in developed countries, to compare their observations in a workshop and to determine ways of either organizing new NRS or of improving existing ones. The longer-term goal is to increase the recruitment of developing country experts and consultants in United Nations technical cooperation programmes.

92. An important reform relating to mobility and hardship post benefits for all United Nations staff came into effect on 1 July 1990. DTCD applied the new system to project personnel without delay. A meeting was also convened in June 1990 in Geneva to brief the donor countries of the Associate Experts Programme on these new entitlements. Sponsored by CCAQ with the cooperation of the Technical Assistance Recruitment and Fellowships Office (TARFO) of DTCD, the meeting recommended that donor countries grant the new entitlements to associate experts. The need to increase the number of women recruited through the Associate Experts Programme was also dealt with at the meeting. Finally, a growing number of donor country Governments agreed to sponsor young developing country professionals as associate experts.

93. At the invitation of ESCAP, the regular biennial meeting of NRS was held at Bangkok in September 1990. It was the first time in many years that an NRS meeting had been convened in a developing country, and it was hoped that this step would encourage the participation of NRS from developing countries. The meeting stressed the need to increase the involvement of women and of developing country professionals in United Nations technical cooperation programmes and concluded that the establishment and growth of NRS in as many developing countries as possible was one of the best means of attaining those goals.

94. The reform of recruitment and administration procedures was pursued with a smaller staff complement. As in recent years, somewhat stabilized project budgets required more intense recruitment activities owing to the shift towards increased use of short-term consultant services, often with very little notice. To meet the pressure and challenge, the Technical Assistance Recruitment and Administration Service (TARAS) of DTCD continued to computerize, streamline, automate and standardize its methods and procedures.

B. Contracts and procurement service

95. In 1990, DTCD issued purchase orders and contracts totalling $53.6 million, compared with $46.5 million in 1989. Purchase of equipment accounted for about 80 per cent of the total value; the remaining 20 per cent was for the provision of services. In 1989, the respective rates were 85 and 15 per cent. By value, about 30 per cent of all purchase orders and contracts issued in 1990 were placed in developing countries.

96. The Contracts and Procurement Service of DTCD is developing a new computer-aided procurement system (CAPS) and has acquired 33 personal computers for this purpose which are being interconnected through a Local Area Network (LAN). Once fully operational, the system will enhance handling of procurement requests through its on-line and direct data access capabilities and provide improved transparency of the procurement process, as well as the tools for more systematic management and control.

97. DTCD continued to cooperate with the Inter-Agency Procurement Services Office (IAPSO) and participated in the Fifteenth Inter-Agency Procurement Working Group, held at Tunis in May 1990.

C. Training

98. Expenditures for fellowships and training components amounted to $27.9 million in 1990. Africa had the largest share of 1990 expenditures, 47 per cent, or $13.2 million; Asia and the Pacific had 33 per cent, or $9.2 million; the Mediterranean, Middle East and interregional programmes had 16 per cent, or $4.5 million; and the Americas had 4 per cent, or $1.0 million.

99. In 1990, DTCD implemented a total of 4,453 training awards, including fellowships, study tours, seminars and workshops, compared with 4,045 in 1989. Fellows and participants from 148 countries were trained in 112 host countries. A large number of placements was made in the United States of America, followed by the United Kingdom of Great Britain and Northern Ireland and the United Republic of Tanzania. Of these placements, 2,301, or 52 per cent, were arranged in developing countries, thus contributing to TCDC. A total of 1,224, or 30 per cent of the fellows, came from least developed countries. DTCD continued to encourage the participation of women; 772 awards were granted to women in 1990 (835 in 1989).

100. In the light of legislative changes made by the United Nations General Assembly (resolution 44/211 of 22 December 1989) and the Governing Council of UNDP (especially, decisions 90/21 and 90/26 of 22 June and 90/37 of 20 June 1990), increased emphasis has been placed on the training of developing country officials to facilitate government execution of projects. In this regard, DTCD developed special training programmes for government officials in fellowship administration. The programme included project planning and formulation, budgetary implications, selection and evaluation of candidates for fellowships, policies and procedures governing the administration of fellowships, study tours, group training, seminars and workshops.

101. DTCD continued to cooperate with the Department of Political and Security Council Affairs of the United Nations Secretariat by carrying out the operational activities of the United Nations Educational and Training Programme for Southern Africa (UNETPSA). In 1990, contributions and pledges amounted to $4.7 million, a slight increase over the previous year. The programme continued to emphasize training at technical and first degree levels in Africa in fields relevant to the development of southern Africa and to provide scholarships to South African and Namibian students, over half of whom are women. Scholarship agencies, NGOs and educational institutions continued to cooperate in co-sponsorship arrangements in an effort to increase the number of students assisted. UNETPSA has trained over 900 Namibians since 1982, including individuals who eventually assumed positions as members of the National Assembly of Namibia. Most of the recommendations made by an expert of the Swedish International Development Authority (SIDA) to strengthen the programme's administration were adopted by the Advisory Committee on the United Nations Educational and Training Programme for Southern Africa (UNETPSA) and implemented in 1990.

102. Under the arrangements of mutual co-operation between DTCD and the provincial government of Quebec, two fellows were granted lower tuition fees at universities in Quebec.

103. The administration of the training activities by the Fellowships Service of DTCD is being computerized. The use of computers and the application of office automation techniques have significantly enhanced the productivity and efficiency of the Fellowships Service.

104. TARFO continued to assemble, collate and disseminate information on training facilities in European and neighbouring countries. The 1990 edition of the Directory of Training Courses and Programmes 4/ contains entries for more than 500 courses in all fields of DTCD competence, with special emphasis on training facilities for TCDC.

D. Financial management

105. In 1990, the Financial Management and Budgetary Control Service (FMBCS) of DTCD continued to improve its productivity and efficiency through upgraded computerization. During the year, a Local Area Network (LAN) became operational, allowing personal computers in FMBCS to be used in a multi-purpose manner: as stand alone computers; as work stations connected to LAN; and finally as work stations connected by emulation cards through LAN to the mainframe computer. Staff were trained in operating and maintaining this system.

106. During the year, FMBCS continued to assist the United Nations team for the Integrated Management Information System (IMIS) project in determining technical cooperation user requirements for the design of the new system.

E. Reports

107. In 1990, the Reports Unit of DTCD processed 35 agency terminal reports and 16 seminar reports covering the range of DTCD activities. Of the 35 agency terminal reports, 16 covered countries in Africa, 13 in Asia, 5 in the Americas and 1 in Europe. Additionally, four documents were translated and two newsletters and one publication were processed.

108. Some 300 documents were catalogued and entered on the Development Information System (DIS), which was transferred from the Department of International Economic and Social Affairs of the United Nations Secretariat to DTCD on 1 January 1990. DIS is a computerized database of reference to unpublished material written by or for the United Nations on economic and social development. It provides Member States, United Nations officials and institutions active in economic and social development with rapid access to studies and reports generated by several offices of the United Nations. Development Information Abstracts, the main printed output of DIS, are issued periodically and list items recently added to the DIS database. In 1990, three issues of the Abstracts were prepared and distributed to 1,600 users and some 600 oral and written requests for searches and/or documents were handled.

III. WORLD FOOD PROGRAMME

109. In 1990, some $454 million of food aid was allocated by the World Food Programme (WFP) in support of development activities in least developed, low-income and/or food deficit countries. In view of the contributions of food aid transfers as a development resource, the integration of food aid into the development policies and programmes of recipient countries calls for careful programming and case-by-case assessments of their long-term implications on food security. To this end, in 1990, DTCD scrutinized 26 WFP food aid projects valued at approximately $300 million to appraise their technical and economic feasibility, as well as their consistency with national and sectoral development policies and programmes. In addition, DTCD participated in five missions sponsored by WFP in 1990, formulating and appraising food aid projects in Bhutan, Ethiopia, Ghana, Guinea, and Mexico.

Notes

1/ On 22 May 1990, Democratic Yemen and Yemen merged to form a single State.

2/ E/1987/39 and Add.1 and Add.1/Corr.1 and 2.

3/ Social Statistics and Indicators, Series K, No. 6 (United Nations publication, Sales No. E.89.XVII.9).

4/ Europe and neighbouring areas. 24th ed., Geneva (TARFO/1990/DTCD).